



Dissertation

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**Human Resources Development in Nigeria: a Case
Study of Ebonyi State Civil Service 1996-2004**

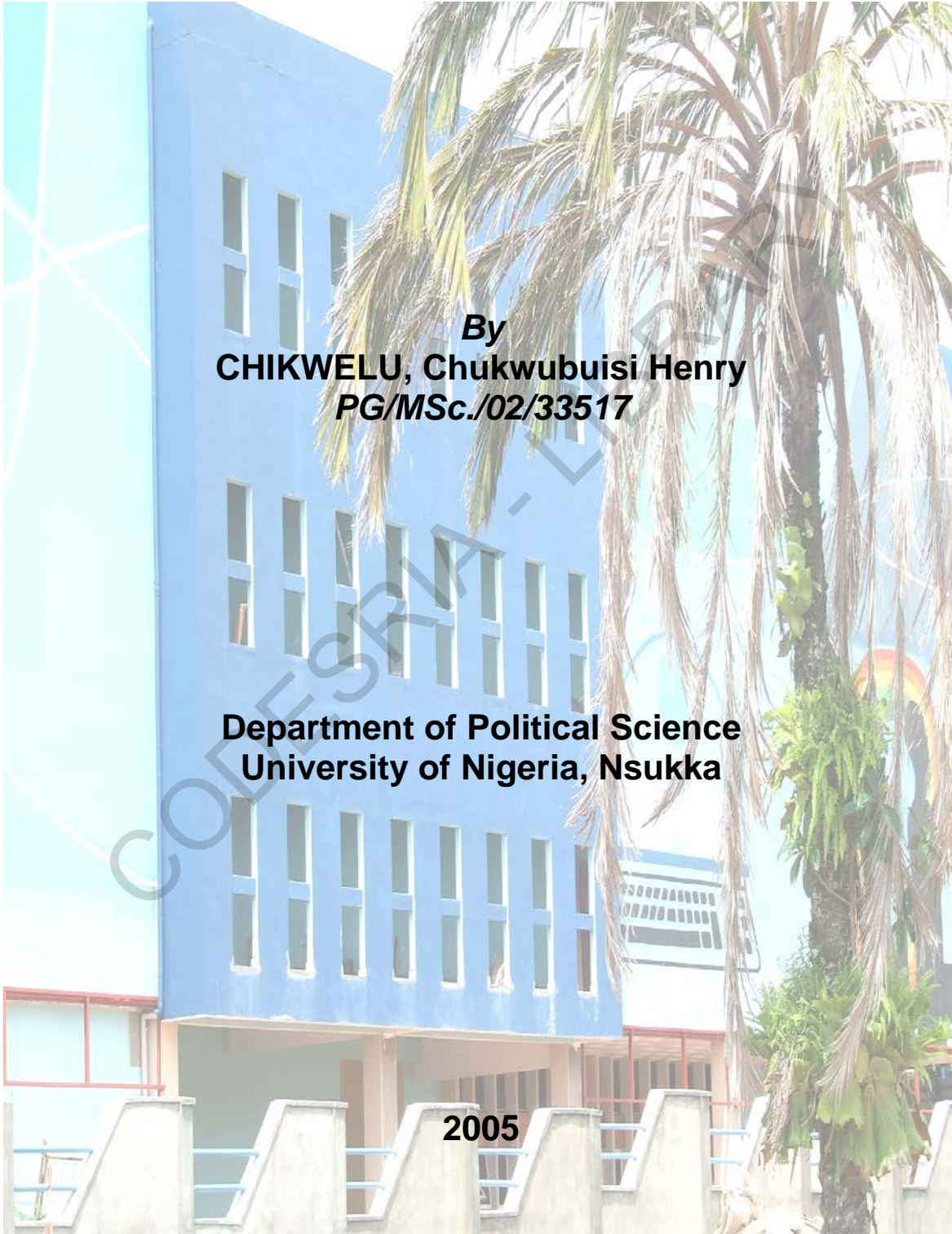
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1996 – 2004**

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TITLE PAGE

**HUMAN RESOURCES DEVELOPMENT IN NIGERIA: A CASE STUDY OF
EBONYI STATE CIVIL SERVICE; 1996 – 2004.**

**AN M.Sc. DISSERTATION PRESENTED TO THE DEPARTMENT OF
POLITICAL SCIENCE, UNIVERSITY OF NIGERIA, NSUKKA, IN PARTIAL
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SCIENCE (M.Sc.) DEGREE IN POLITICAL SCIENCE WITH EMPHASIS ON
PUBLIC ADMINISTRATION.**

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2005

APPROVAL

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This is to certify that Chikwelu Chukwubuisi Henry (PG/M.Sc./02/33517) has successfully fulfilled all the necessary requirements for the award of Master of Science in Political Science with emphasis on Public Administration.

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DEDICATION

This work is dedicated to the LORD Jesus Christ.

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CHIKWELU, CHUKWUBUISI HENRY

ABSTRACT

This study examines the state of human resources development in Ebonyi State Civil Service from 1996 to 2004. Specifically, the study sets out to: (1) find out whether the Civil Servants in Ebonyi State are availed of the opportunity for staff development; (2) Investigate the attitude and disposition of the higher civil servants towards staff development in the state (3) Determine the extent to which money constraints have affected staff development; (4) ascertain the level of encouragement given by the political leadership towards staff development: (5) find out the extent of political interference and control of the state civil service and consider the effects on the service. To achieve these set out objectives, systems approach to training by G.A. Eckstrand (1964) was employed. This involved defining training objectives, developing criterion measures for evaluating training; deriving training contents; designing methods and training materials; integrating training programmes and trainees, etc.

The study shows amongst other findings that there are reasonable number of staff development programmes in Ebonyi State for Civil Servants; though money constraints and ignorance on the part of some higher Civil Servants hinder effective implementation of training and development programmes in the state. In spite of these hindrances, the study also reveals that political leadership in Ebonyi State encourages staff development, and Civil Servants are availed of the opportunity for staff development. However, despite the fact that higher Civil Servants in Ebonyi State show positive disposition towards staff development and carefully monitor and appraise the Civil Servants

in order to ascertain the training needs and categories of the Civil Servants to be trained, it has also been discovered from our findings that there is some degree of favouritism in the selection of those to be trained. The study also shows that there is political interference in the state civil service which could be attributed to:

- (a) government permission of Civil Servants to participate in partisan politics;
- (b) government appointment of some permanent secretaries; and (c) the observance of geographical spread in recruitments, appointments, etc.

Based on the above findings, it is recommended among other things that more opportunities for staff development be created for Ebonyi State Civil Servants; and in doing this, merit should be considered above all other factors. More money should be allocated for training and development in Ebonyi State Civil Service; and finally, to avoid politicization of the Civil Service, Civil Servants' participation in partisan politics should be properly checked.



**HUMAN RESOURCES DEVELOPMENT IN NIGERIA: A CASE STUDY OF
EBONYI STATE CIVIL SERVICE, 1996 – 2004**

TABLE OF CONTENTS

Title	i
Approval.....	ii
Certification	iii
Dedication.....	iv
Acknowledgements	v
Abstract	vii
List of Tables	ix
Table of Contents.....	x
Chapter One: Methodology	1
1.1 Statement of Problem	1
1.2 Objective of Study	2
1.3 Significance of the Study.....	3
1.4 Review of Literature	4
1.5 Clarification and Definition of Concepts	24
1.6 Theoretical Framework of Analysis	27
1.7 Hypotheses	32
1.8 Methodology.....	32
Chapter Two: Historical Background And Organizational Structure of Ebonyi State Civil Service.	
2.1 Historical Background of Ebonyi State	42
2.2 Ebonyi State Civil Service at Inception.....	49
2.3 Ebonyi State Civil Service: The Present Reality.....	54

2.4	Chapter Summary	62
	Chapter Three: Human Resources Development in Ebonyi State Civil Service	66
3.1	Development and Training Programmes.....	68
3.2	Identification of Training Needs	77
3.3	Standard for Trainee Selection.....	79
3.4	Training and Development Centres	81
3.5	Chapter Summary	85
	Chapter Four: The State of Human Resources Development in Ebonyi State civil Service.	
4.1	Training Consciousness and the Opportunity for Staff Development	91
4.2	The Attitude and Disposition of the Higher Civil Servants Towards Staff Development	98
4.3	Chapter Summary	111
	Chapter Five: Factors Affecting Human Resources Development in Ebonyi State Civil Service	113
5.1	Money Constraints and Staff Development in the Civil Service	113
5.2	Political Leadership in Ebonyi State and the Staff Development in the Civil Service	124
5.3	Political Interference and Control of the Civil Service and the Issues of Staff Development	129
5.4	Chapter Summary	142
	Chapter Six: Summary, Conclusion and Recommendation	145
6.1	Summary and Conclusion	145
6.2	Recommendation	146
6.3	Suggestion for Further Studies	150

Bibliography	152
Appendices	162
Appendix A: Interview Questions	162
Appendix B: Questionnaire	165
Appendix C: Questions for the Head of Service, Ebonyi State	176
Appendix D: Letter of Identification by my Supervisor	179
Appendix E: Circular Empowering Civil Servants to Participate in Partisan Politics in Ebonyi State	181

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CHAPTER ONE

METHODOLOGY

1.1 STATEMENT OF PROBLEM

There is no doubt that meaningful national development cannot be divorced from the quality of a country's human resources. Trained human resource of any nation or organization is the greatest wealth or asset of that nation or organization. This is against the classical economic postulation that capital input determines the pace of development. Therefore, well-trained and developed human resource is the pathway to enduring development in any society or organization. For instance, the inability of Nigeria to maximize the potential yields of her immense natural resources is a human resources problem. However to ensure efficiency and optimum productivity human resources of any state or nation ought to be well developed.

Ebonyi State in Nigeria was created in 1996 with myriads of problems ranging from inadequate work force to educational backwardness of the people. The civil service is at its embryonic stage without enough trained and developed civil servant to make things work efficiently and effectively. This is a human resource problem, which can only be solved through conscious and sustained implementation of human development policies and programmes. The lack of enough skilled and professional human resources in Ebonyi State becomes a thing of great concern. Ebonyi State being a young state is still facing the problem of inadequate human resources which constitutes a threat to the survival of the state if not tackled systematically.

There is no doubt that the failure to accomplish things effectively through people is a human resource problem. There is no empirical work done in this area before. Therefore, there is urgent need to fill this gap in literature. The problem of the study is articulated in the following questions:

1. Are the civil servants in Ebonyi State availed of opportunities for staff development?
2. Do the higher civil servants in Ebonyi State civil service show positive attitude and disposition towards staff development?
3. Does money constraint affect staff development in Ebonyi State civil service?
4. Does Political Leadership in Ebonyi State encourage staff development in the civil service?
5. Does political interference and control affect human resources development in Ebonyi State civil service?

1.3 OBJECTIVE OF THE STUDY

The broad objective of this study is to examine the achievements of Ebonyi State civil service in the area of human resources development. In addition, this research is designed to accomplish the following specific objectives:

1. To find out whether the civil servants in Ebonyi State are availed of the opportunity for staff training and development because training is the oil of a progressive service.

2. To investigate the attitude and disposition of the higher civil servants in Ebonyi State towards staff development.
3. To determine the extent to which money constraints has affected staff development in Ebonyi State civil service.
4. To ascertain the level of encouragement given by the Political Leadership in Ebonyi State towards staff development in the civil service.
5. To find out the extent of political interference and control of the states civil service and consider the effects on the service.

1.4 SIGNIFICANCE OF THE STUDY

This research work is significant in many ways. First and foremost, the study will have policy implications for the government of Ebonyi State. Inevitably, the results of the study will help the government make appropriate policies with regard to human resources development and utilization in Ebonyi State. This is because no government can succeed without adequate skilled manpower both in the public and civil services.

The final report of this study will constitute an important source of secondary data for future researchers on the subject. We believe that this study will be of great help to scholars of human resources development. It may raise or expose some important areas that will call for further intellectual inquiry. It will also be of great importance to political leaders, administrators and even the general public who would want to know how a country or state can rise or fall depending on the caliber or the state of its human resources as against the

classical economic viewpoint that capital input determines the pace of development. (Here, we emphasize the supremacy off human resources over capital).

1.5 REVIEW OF LITERATURE

We shall divide our review of relevant literature into the following sections:

Section A: Human Resources Development in Nigeria.

Section B: Nigerian Civil Service and Human resources Development.

Section C: Factors Affecting the Performance of the Civil Service.

Section A: Human Resources Development in Nigeria.

First and foremost, Armstrong (2003:513) discloses that human resources development (HRD) is concerned with the provision of learning, development and training opportunities in order to improve individual, team and organizational performance. Cole (2004:349) confidently asserts that human resources are the most dynamic of all the organization's resources. He, therefore, stresses that human resources need considerable attention from the organization's management, if they are to realize their full potential in their work. Oluwo and Adamolekun (2005:86) boldly agree that it is the quality and development of human resources that give any organization its competitive edge, whether in the public, private or voluntary sector. This is why Nnadozie (2002:92) remarks that training and development of the human resources of the organization is a *sin-qua-non* to the growth and development of the organization. He further notes that the exploitation and utilization of the material resources towards the

achievement of the goals and objectives of the organization usually depend on the resourcefulness of the human resources of the organization or government.

Therefore, human resources development is extremely important for a meaningful development of any organization or society. Onah (2003:121) discloses that the importance of staff training and development in any organization is clear if we recognize the fact that the structure that sustains it depends on the individuals that operate the structure. Okoli (2003:13) asserts that the secret of enduring development is not about natural resources but human resources. On his own part, Ndiomu (1992) agrees that manpower of a nation constitutes the ultimate dignity of that nation. He further maintains that what actually constitutes development process in its true sense is nothing but the interaction of people with natural resources. So, from the above we notice that human beings are the core of development process. And without them there will be no development at all. Therefore, it becomes clear that human beings need training and development in order to be more effective and more productive in their work.

This is why sustainable development of any country depends purely and simply on how well the country's human resources are developed and trained for an enduring realization of its development objectives. Development, however, should be humano-centric.

However, what we see in Nigeria in terms of human resources development cannot do us proud. Adebayo (2001:129) confirms that it is true, and sadly enough to say, that we have failed hitherto in our training and staff

development programme. On his own part, the Director-General of the Industrial Training Fund, ITF, Akerejola (2004:26) notes that manpower training is as important as financial, material and technological factors in the growth of the nation. He, however, stresses that for a developing economy like Nigeria, the need for human resources development is even more acute because of the multifaceted problems confronting the nation. Akerejola further maintains that since it is human beings who have to proffer solutions to such problems, "they need skills and knowledge to perform and to achieve results that can change society positively". Bur (1992) takes a historical look at human resources development in Nigeria and reveals that the colonialists allowed the indigenes acquire qualifications needed to secure enhanced administrative employment. Bur further maintains that since the organized and professionally biased firms in the private sector at that time were just branches of parent industries in Europe whose primary aim was exploitation, it was not surprising that policies relating to manpower development were conditioned by the desire to attain colonial objectives. Okoli (2003:13) holds that history has conclusively proved that true development and education cannot be divorced from each other. Both are inextricably bound and each owes its progress to the other. Okoli further reveals that countries like Malaysia and Indonesia, which were invariably at the same level of development with Nigeria in the 1960, are now over and above Nigeria because they recognized in good time that education is not an alternative but the foundation of enduring development. Okoli and Onah (20002:131) disclose that a developing community should advance from a low level of knowledge to higher

level of knowledge. One specific way of doing this is to declare an all-out war on illiteracy and abolish it. They further reveal that Iran, although rich in oil, is a modern example of a new nation that took this course of action. They maintain that Iran realized that a country of literate people will be more creative and beneficial to the government and the economy than one of illiterate people. In the case of Japan, Okoli (2003:13) asserts that Japan has the world's second largest economy. In fact, her per capita GDP is nearly $3\frac{1}{2}$ times that of Saudi Arabia. He further reveals that Saudi Arabia has what may be the largest oil reserves in the world but as at March 2003, 31 percent of Saudi Arabia's citizens were unemployed. He now concludes that education makes the difference. The case of Singapore is really interesting. Olumhense (2004:40) commenting on Singapore discloses that it is a south-east Asian nation of less than five million people and was founded in 1891 as a British colony. It joined the Malaysian Federation in 1963, but opted for independence only two years later, in 1965. He asserts that for its openness and for its corruption free business environment, Singapore would become a textbook example of a successful market economy in the developing world, increasingly specializing in electronics and manufacturing. Olumhense further reveals that despite being hit by the Asian financial crisis of the late 1980s and the global recession and slump in the technology sector in 2001 – 2002, Singapore's per capital GDP in 2002 was estimated at \$25,200 and this, he further discloses, compares with the United Kingdom's \$25,500, and United States' \$36,300. According to him for this same year, South Africa's per

capital GDP was \$10,000; Botswana, \$9,500; Lesotho, \$2,700; Ghana, \$2000; and Nigeria, \$900.

A stream polluted at its source cannot be cleansed mid-way. The purification of such stream must of necessity start right from the source of the impurity. The root of the problem is Nigerian-type education. Asobie (2004:20 – 21) points out that the connection between education and development is no longer recognized by the political leaders. The scholar further remarks that our political leaders no longer think that it is critical to educate people to develop mankind as a prerequisite for economic development. He further reveals that the proportions of federal budgetary allocation to education has been reduced from about 40% in the 1980s to below 10%. In terms of GNP, he notes, the amount that is allocated to education is about 0.7% of GDP. So funding is also part of the problem, he contends. Dibia (2004:17 – 18) agrees that although education had been one of the priorities of the government, Nigeria's educational system was foundering for lack of funds and some schools in some states had to be closed for months. There were few teachers and classrooms. On his own side, Shively W. Phillips (2001:75) notes that the most basic service that most governments are expected to offer their people is education. He reveals that this is a prerequisite of economic development for the country as a whole, and it greatly expands the worlds of the individuals who are educated. Shively further reveals that many nations of the south, whose populations were largely illiterate at the time independence was acquired have had an uphill fight in bringing education to their peoples. Otopo (2005:308) regrettably discloses, regrettably,

that the prevailing weak manufacturing base, heavy dependence on oil, and high external debt ratio are a drag on Nigeria's growth and development as well as on its international competitiveness.

In fact, Nigeria needs at this time a scientific, professional and technological kind of education that would propel and empower her citizens to understand and transform both their physical and natural environment for a sustainable development of man and society for the common good. This is because Nigeria's lagging behind in real development is clearly a human resource problem because God abundantly blessed Nigeria with both material and natural resources. Moreover, no nation or organization can advance or grow above the sophistication or competence of its human resources. The quality of education that a nation can boast of makes the difference and determines the rate of development in that nation. What we have at present is education for Westernization and not the relevant and valid education that enables the people to realize their full potentials. This is why Udo-Aka (1992) notes that institutional concern of any human resources development enterprise shall be to raise the intellectual knowledge of the population through an improved quality of education at all levels as well as provide skills to meet the countries human resources needs. Commenting on the inadequate skilled manpower in Nigeria Harbison (1962) notes that the developmental potential of any nation depends primarily on its available human and natural resources and very marginally on her natural resources. He reveals that the human resources situation in Nigeria is essentially characterized by the co-existence of a shortage of skilled, high-level

manpower with large pool of unskilled labour. Furthermore, Harbison and Myers (1964) agree that the abundance of these unskilled and largely untrained manpower has continued to pose serious problems to every of Nigeria's development enterprise. Tyagi (1975) notes that the poor performance of public administration in third world countries is, in a great measure, a function of the neglect of training and development of personnel. On his own part, the Minister of the Federal Capital Territory, FCT, Nasir el-Rufai (2004:26) laments the poor quality of human resources in Nigeria. He discloses that the majority of employees in his ministry were unqualified and unable to cope with current trends in administration. He maintains that the development results in a "demoralized workforce which was incapable of responding effectively to the demands of government reform agenda". Commenting on the poor and irresponsible governments Nigeria has had, Chinua Achebe (1986:20) recalls that it is interesting that no one who has ruled this country since independence which was won more than a quarter of a century ago has been a University graduate. Does it say anything about our national per-occupations and values? Then Achebe challenges us to look around us and compare our record in this regard with that of our neighbours, even in Africa.

On the problem of untrained staff Onah (2003:122) stresses that an untrained member of staff is a liability to a dynamic organization as he not only applies the wrong skill but also imparts the wrong knowledge to others coming after him and those he happens to be supervising. Akpan (1979:13) agree thus:

An untrained man in the modern world may... be a menace to the society. He is a quack; he knows only

the laws of thing; he has no idea of (their) why. Hence if there is any trouble anywhere – breakdown in a machine or a mistake in a ledger – all he can do is to fumble and punch up trouble anyhow, leading to a more serious breakdown or greater confusion. Really there is no place for the untrained worker, or even the intelligent amateur, in these days of specialized work.

The Nigerian Minister of industries Magaji Mohammed (2004:26) stresses the need to review and redirect strategies for planning the nation's manpower. He advises that this would enhance the attainment of critical national goals for the development of the nation's economy. He further maintains that "at our current level of development, we need men and women of desired qualities, skills and competence so as to leap-frog our nation from its current state to that of growth and development" Magaji holds that such a competitive human resource would enable the nation to be an active player in the international system and "enhance our ability to meet the minimum standards of the Millennium Development Goals MDG, outlined by the United Nations". Onah (2003:120) summarises when he points that:

In order to maximize the productivity and efficiency of the organization, every executive, manager or supervisor in a public or private enterprise has the responsibility and indeed the bounding duty to ensure the development of men and women who have requisite knowledge expertise. The aim is to enable them to contribute their full measure to the welfare, health and development of the enterprise.

Today, Nigeria needs a well trained and developed workforce in all sectors.

Training and development awareness and consciousness should be created both

in the public and private sectors in order to avoid directionlessness in our developmental efforts.

Section B: Nigerian Civil Service and Human Resource Development

The civil service is the governmental machinery charged with the responsibility of implementing and executing policies, decisions and programmes of those in authority. They also assist those in power to make policies and decisions and render such services that provide continuity in the system especially during political crisis or instability. This is why Okereke (2003:87) asserts that the civil service in any country is the pillar that holds the country together. He says that civil service is “unchanging” continuous, stable and resilient to shocks and pressures from the political system. No wonder there is this dictum, “governments come and go but the civil service remains”. Adebayo (2001:88) agrees that the success or effectiveness of any government depends largely on the civil service – especially its efficiency and ability to respond quickly to governmental tempo.

Olowu and Adamolekun (2005:87) reveal that the public sector has different categories of human resources. The most prominent of these is those who constitute the civil service, the institution that runs the central government of the modern state. In Nigeria’s case, Otobo (2005:297) says the civil service has been subjected to three political influences: the colonial, the civilian, and the military. Otobo however discloses that Nigerian civil service has been a major force for continuity and stability in the country, guiding and counseling various

governments that have come to power and facilitating the transition from one regime to another.

From the above we notice the indispensability of the civil service in enhancing system stability and preservation. Civil servants, therefore, need specialized training and development in order to enable them to perform efficiently and effectively. This is why Flippo (1983:18) admits that no organization has a choice of whether to develop employees or not, the only choice is that of methods. Otobo (2005:309) agrees that training public servants to acquire the key skills required to manage the challenges of globalization must rank high on the agenda for civil service capacity building.

Okoli and Onah (2003:140, 119) disclose that managing the affairs of a modern nation requires a wide range of complex and sophisticated skills, which are virtually unknown in peasant societies. They reveal that from the earliest times, the education of officials has been considered a matter of first importance. Okoli and Onah (2003:120 – 121) further stress that the linkage of social class with education and of education with the public service are nicely reflected in the structure of the civil service as they have rendered in Western Europe. They maintain that the nature and quality of the public service depend heavily upon the nature of the system of education.

Okereke (2003:87, 93) reveals that in the past, the Nigerian civil service could be described as good, confident, highly motivated and a pride of the nation. He maintains that the Nigerian civil service has shown over the years that it is the most enduring institution of government. That is why succeeding governments

have had to rely on it for the success of their regimes. He then discloses that this had been the case because the civil service was made up of highly motivated knowledgeable people, trained for responsibility and leadership positions. On his own part Nicolson (1969:8) describes civil servants in those days as men “imbued with patriotism and a strong sense of unity” while Akpan (1982) describes those gentlemen and women as people, with the highest sense of mission, dedication, discipline, and motivation, prepared to make sacrifices and put up with the strain of the hardest work and greatest responsibilities. He said that “then it was a pride to be a civil servant”.

According to Okereke (2003) today, however, the civil service appears to have lost its past glory and has become a shadow of and he attributes this to the adoption and implementation of the SAP (Structural Adjustment Programme) by The Nigerian government. He maintains that what we see of the civil service today are manifestations of the effects or impact of the SAP on the Nigerian society generally, and the civil service in particular.

However, Ake (2003:83, 85, 87) takes a historical trip to look at SAP and discloses that:

Between 1973 to 1978, during Nigeria's first oil boom, oil revenue grew quickly, to more than 90 percent of Nigeria's export revenue. This increase was matched by an increase in public expenditure, which quadrupled between 1973 and 1975. By 1976 expenditure already exceeded revenue. During the second oil boom in 1979 – 85, the surge in oil revenue elicited such profligacy that real income began to decline rapidly, as much as 60 percent between 1980 and 1983, when Nigeria recorded a negative growth rate of –6.7 percent and a budget deficit rising to 13 percent of GDP. Austerity

measures instituted in 1982 and 1984 failed, and the crisis deepened, especially with the sharp fall of real oil prices in 1986, the worsening of the terms of trade, debt service obligations, and sharp fall in imports and exports... By the end of June 1986 a structural adjustment program was in place.

Professor Ake further reveals that during this time naira was terribly devalued and the indebtedness of Nigeria has increased over the adjustment period. He remarks that:

Finally, the Nigerian SAP called for public service reform. The aim was to make the public service more professional, more accountably, and less prone to abuse of power and dereliction of duty. Ministers became chief executive and accounting officers in their ministries. The highest position in the ministry, the director-general, became a political appointment to be held at the pleasure of the president. The power of the Federal Government Service Commission was substantially diluted. The civil service was to be professionalized: every civil servant was to perform a specialized function; the idea of a central pool of civil servants and central deployment was to be discontinued. To improve their professional competence, public servants were to be trained on a systematic and continuous basis.

Ake points out that throughout the adjustment period SAP continued to be resented and was a constant cause of unrest, especially among the working class, which effectively opposed its intensification, particularly the total removal of the petroleum subsidy. Okereke further discloses that SAP was aimed at cutting cost and trimming the size of the civil service. This policy measure led to retrenchments and loss of job causing unmitigated hardship to families. Elekwa (2002:73) agrees that the massive retrenchments of the 1980s and 1990s were due to the dwindling fortunes from crude oil sales. The federal government did

not have enough money to support its ambitious civil service. Odo (1996) recalls that in Nigeria, the provision of the civil service law and Decree 43, of 1988 makes it illegal to nullify arbitrarily the appointments of officers who have served the state for more than one year, especially if all the conditions of offer and acceptance of the appointment were fulfilled and validly executed in good faith. She regretfully quotes the report in "The Guardian" newspaper volume 10 No. 6,086 of May 12, 1994 which says "depression has deepened among the over 3,000 public servants who were sacked in January in Enugu State..." Okoli and Onah (2003:150) remark that the Nigerian civil service is politicized and unnecessarily controlled.

Nevertheless, the civil service organization is the administrative machinery of government responsible for the execution and implementation of policies and programmes. Civil bureaucracy is indeed the life wire of any country when we consider its indispensability in the running of a modern government. Adebayo (2001:88) admits that the civil service is the main instrument which mirrors the image of government to the masses of the people. He maintains that only a few citizens, and it is mainly the top people, will come into direct contact with the head of state, the governors or the ministers/commissioners. He then discloses that it is with the civil service departments that the generality of the public have business to transact. So we see now that the civil service is the nerve center of any country because of this important position it occupies in government. With all of the above in mind, the civil servants need valid training and re-training to enable them acquire necessary skills and knowledge for their work. But in

Nigeria this is not so. Omoleke (2003:198) observes that instead of equipping the civil servants with necessary skills, the military oligarchy and democratic governments irrationally embarked on national purge which has ruined the system.

So, human resources development and training is very indispensable for the socio-economic and political development of any country. Aminu (1992) expressly remarks that human resources development is a fact of life for the government and any organized society. He discloses that it is not only vital to the survival of any society but also to the level of attainment that any society can aspire to.

Section C: Factors Affecting the Performance of the Civil Service.

There are factors that affect or influence the performance of Nigerian civil service but it must be remembered that Nigerian civil service has been patterned on the British-type civil service. Otobo (2005:297) notes that the important legacy that Nigerian civil service inherited from the colonial rule were the attributes of **political neutrality, anonymity and impartiality**. On his own part Dibia (2004:92) notes that the doctrine of political neutrality in Nigeria on public bureaucracy has been discarded, and public administrators have ceased to be nonpartisan and neutral. This is why Okoli and Onah (2003:150) remark that Nigerian civil service is politicized and unnecessarily controlled and on his own part, Okereke (2003:92) remarks "from Ebonyi to Abia, Calabar to Maiduguri Lagos to Sokoto, civil servants complain of neglect, abandonment and redundancy since their duties appear to have been usurped by the government

houses.” So, there is undue political interference in the affairs of the civil service in Nigeria.

Other important factors that have affected and are still affecting the performance of Nigerian civil service is the military and civilian governments. Omoleke (2003:198) observes that instead of equipping the civil servants with necessary skills, the military oligarchy and democratic governments irrationally embarked on national purge which has ruined the system. The military government in Nigeria actually bastardized the civil service. In the words of Ladipo Adamolekun (2005:12), Nigerian under a military rule characterized by excessive arbitrariness was ranked the most corrupt country in the world in 1996 and 1997 by transparency international. So, the military, in effect, excavated the corruption propensities in the Nigerian civil service. And so, there is clear over politicization of the civil service today. For instance, most scholars and analysts of the Civil Service Re-organization Decree No 43 of 1988 regard it as the last straw that broke the camel’s back – the last deadly blow on the Nigerian civil service which nobody knows whether it will survive it. This is because it has a chain effect. Adebayo (2001:213) observes that these reforms of 1988 sounded the death-knell of the civil service and virtually destroyed what was left of the service. On his own part Otobo (2005:299) remarks that a dominant feature of the 1988 civil service reforms was the politicization of the civil service, especially its upper echelon. Professor E.U. Egwu (2004:2) in a sub-title **The Military and the politicization of the public service-1988-2004 laments thus:**

The 1988 (IBB) Reform of the Public - Civil service...
among other things changed the nomenclature of

permanent secretaries to Director General (DG's). This further eroded the confidence and trust public servants had in the civil service career. Whereas Directorship became the peak of the civil service career, the Director General was a political Appointee, who came and went at the whims and caprices of the appointing Government. Consequently, "Agility" replaced "Ability", and "Mediocrity" replaced "Meritocracy". The 1979, 1999 constitutions added further salt into the open wound with the institutionalization of the concept of "Federal character", "Geographical spread", "Catchmentism" and "son – of the soil" syndromes. The Nigeria public – civil service from then on, now witnessed the era of "Appointed Vs promoted" permanent Secretaries; Ascribed Vs Achieved; Quota Vs Merited Permanent Secretaries. Consequently Permanent Secretaries became like "chieftaincy Titles" which were celebrated when awarded, leading to the enculturation and bastardization of the Nigerian Public – Civil Service. People now lobby to become permanent secretaries. Indeed, nowadays, Permanent Secretaries are created as political patronages and compensations. (ABACHA – 1993 – 1998 – changed the name back to perm. sec. But what is in a name?).

Dibie (2004:130) reveals that during the Military regimes, the training of civil servants was not taken seriously. Although this is not a problem attributable to the military alone, it is a cankerworm in Nigeria. Actually, staff training and development have received little attention in Nigeria. There is lack of training consciousness in the country. Nwankwo (1988:209) notes that even though several public service review commissions and government-sponsored manpower studies in Nigeria have placed emphasis on the need for public management training, there is still poor awareness of the significance of training among the political leadership and civil servants. He remarks that this is reflected in the inability of the political leadership under various regimes to

articulate the ideological component of the public management training system in the country. Onah (2003:145) captures it well when he observes that there is also reluctance on the part of government to release many officers for training programmes. This is because training is expensive in terms of time and money involved in maintaining officers during their programmes.

It is important to note that no organization or nation will ever succeed without sufficient and sophisticated intellectual resources. However, staff training and development have received little attention in Nigeria. There is a lack of training consciousness in the country and Ubeku (1975:14) notes that there are many organizations in this country which regard training and development as expensive ventures and avoid them like the plague. What such organizations are interested in are the immediate returns. He then advises that in a changing world, of which Nigeria is a part, this attitude can no longer hold good. Taire (1992) asserts that the turbulent environmental changes which have come to characterize the Nigerian polity have equally had negative consequences on development policies in terms of its development, management and utilization.

Corruption entered the service. There is no training awareness and consciousness. Omoleke (2003:191) describes the situation thus: it is the operators that make an organization efficient (human resources). No matter how perfect an organization is, if the human factor is lacking as exemplified by the Nigerian case, it shall remain inefficient and ineffective. On his own part Ubeku (1975) points to the fact that the training and development of staff in the public sector focuses essentially on the officer cadre to the neglect of any discernible

systematic training programmes for clerks and other grades of workers, while in the case of skilled staff, the civil service seems to rely entirely on the trade certificate presented by the applicant with little or no effort made thereafter to ensure further development on the job of the skills which the new employees brought to the job. Onah (2003: 123) observes that even in organizations where the need for employee training is recognized and a lot of time and money is committed to staff training and development, the exercise is often either inappropriate, haphazard or premised on a faulty diagnosis of organizational training needs.

In fact, the Nigerian civil service has since experienced a lot of reforms due to gross inefficiency, ineffectiveness and corrupt practices. Okoli and Onah (2002:215, 226) agree that the reforms are informed by the myriad of problems which have bedeviled the civil service and which had severely constrained its efficiency. They also point out that the Udoji Commission of 1974 for instance recommended the adoption of a “New-style public service” guided by a “result-oriented management”. They further reveal that the commission called for the professionalization of the civil servants, and recommended the extensive training of civil service in order to realize the goal of professionalization. They, however, advise that in order to give operational meaning to the concept of professionalism as embodied in the reforms, training and re-training of personnel must be emphasized.

Okoli and Onah (2002:91) call to remembrance that:

Although many institutions exist in Nigeria for training of civil servants, the content, mode and duration of

such trainings leave much to be desired. Such training institutions include: Federal Training Centres (F.T.C.S) for middle and junior cadre of workers, the Administrative staff college of Nigeria (ASCON), Lagos, the Centre For Management Development (CMD), the Institute of Administration, Zaria, the Faculty of Administration of Obafemi Awolowo University, Ile-Ife, the Sub-Department of Public Administration and Local Government of the University of Nigeria, Nsukka, the Foreign Service Academy, and the National Institute for Policy and Strategic Studies (NIPSS), for the training of high-level manpower.

Apart from these institutions, there are other departments of public administration in the various Nigerian Universities, which train high-level manpower for the public service. Invariably, all these institutions do not, strictly speaking, provide specialized training. Instead they provide general education for the new entrants into the service. Consequently, neither the Nigerian civil service, nor the Nigerian civil servant can be regarded as a profession or a professional respectively.

So, there is undue political interference in the affairs of the civil service. There is also the enthronelement of mediocrity instead of meritocracy in the civil service. Onah (2003) talks about some factors that have really influenced personnel selection, training and development. He holds that in a bureaucracy where merit forms only a part of the criteria for the recruitment and promotion of civil servants, the process of management trainee selection is bound to be affected by non-merit criteria. He further discloses that in Nigeria, this process has been affected by other criteria such as political/ethnic balancing and the geographical spread of training opportunities. He concludes that this phenomenon runs contrary to the idea of training for efficient management.

Elekwa (2002:73 – 74) stresses that in many organizations over the years, and especially in the state civil service systems, attitudes of managers or employees or both have tended to prohibit or suppress people of certain ethnic groups or religions in certain jobs in the name of quota system, geographical spread, statism, etc.

Therefore, the premium attached to human resources development and training by any country will determine their rate of socio-political and economic development. But in Nigeria there is clear over-politicization of social life. Ihonvbere (1995:2) remarks regrettably that politics in Nigeria appears “normless, depending on the manipulation of primordial loyalties, and it is more an avenue to seize state power for personal accumulation than for public service”. In Nigeria, most people who are in charge of public enterprises and public affairs are much interested in their personal gains. This is why most of them are not interested in staff training and development but mainly are interested in personal enrichment. But patriotic leaders would rather plant men by way of giving them qualitative training and development for the continuity and stability of society.

Gap in Literature

Having reviewed available literature on human resources development in Nigeria and in its civil service, none was found to have done any empirical study on human resources development in Ebonyi state civil service. So, the goal of this research work, which is to systematically, and empirically study human resources development in Ebonyi state civil service remains justified.

1.6 CLARIFICATION AND DEFINITION OF CONCEPTS

A concept is a class or group of particulars or characteristics classifying things according to what they are in order to differentiate them from what they are not. We shall, therefore, conceptualize some terms and this conceptualization will help us understand specifically the actual meaning of some of the terms which we have used in this research project.

Civil Service: We shall first look at some of the characteristics of a civil service and then attempt a definition.

1. Civil service is an arm of public sector in Nigeria.
2. Civil service enjoys continuity of existence.
3. It has a body of permanent employees of government called the civil servants. The political office holders come and go but the civil servants remain.
4. Civil service is divided into ministries and departments in which the civil servants carry out their duties.
5. Civil servants help the government in the administration of the country by implementing government policies, etc.
6. In the Nigerian context, civil servants are supposed to be politically neutral to enable them to serve the government of the day without bias.

With the above in mind, civil service is an organ of government and an arm of the public service which enjoys continuity of existence and is divided into ministries and departments to enable its employees, the civil servants,

carry out their duties of explaining and implementing government policies without bias.

Human Resources: Human resources are human beings that apply their human genius, efforts and resourcefulness to make things happen in an organization or in a country. Human resources are the human capital or the manpower or the staff or the personnel or the employees of any organization or state. They are, therefore, the most dynamic resources of any organization and so they are important that they cannot be compared with the physical or material resources of any organization since without human resources every other resource becomes useless.

Human Resources Development and Training: This is the process of providing learning, training and development opportunities for the employees or the manpower of any organization in order to help them develop their potentials and improve on their knowledge, skills and abilities which will in-turn make them more competent to perform their duties effectively and efficiently. According to Nnadozie (2000) "Training and development of the human resources or employees of the organization is a sin-qua-non to the growth and development of the organization".

Political Leadership: This is made up of persons elected or selected by the people or their representatives in accordance with the law and empowered by the constitution to pilot the affairs of the state for common good. Such persons enjoy the legitimacy or the support of the people and are also backed by the constitution of the land. Leadership always goes with followership (the Governor

and the Governed). The political leader should always carry the people along and make every effort to fulfil the needs and aspirations of the people and create opportunities for them to develop their inherent potentials for common good. As the saying goes: uneasy lies the head that wears the crown.

This definition does not include the military Juntas or Despots (Tyrants) in politics who take the state power by force through the barrels of the gun for their own selfish interests as against the general interest of the nation. They lack legitimacy and should be made to face judicial panels after their administrations.

Political Interference: This is a situation where political office holders encroach or interfere unconstitutionally or illegally with the affairs or duties of any other sector or branch or organ of the state without due process or due recognition of the right of such sector or branch or organ of the state before such encroachment or interference or violation of the right of others. Political interference could be carried out intentionally or deliberately especially in some developing countries where politics becomes a zero-sum game and a dirty game, where politicians regard political power as their personal property. Again, political interference could be done unintentionally or inadvertently as a result of ignorance or poverty of knowledge.

HiPACT: This connotes High Education Pact Programme or Higher Education Link Programme (HELP). HiPACT is an association formed in 1991 by British universities and the organization is run by an executive committee which constitutes of representatives from member universities and their industrial partners to develop and manage projects. HiPACT, therefore, is a non-

governmental organization (NGO) which connects countries or organizations where they would study overseas and the organization receives payment for this service.

1.7 THEORETICAL FRAMEWORK OF ANALYSIS

Political system theory is adopted for this work. This theory is preferred because it offers a comprehensive look at social phenomena. But before we pin it down to the systems approach to training by G.A. Eckstrand (1964) which we have specifically adopted for this research project we would briefly explain on a general plane what systems theory or approach is all about.

System approach for analyzing social and organizational phenomena was introduced by David Easton, in 1953 in his book The political system. He later developed this approach in another book The framework for political analysis (1965). Easton wished to construct an empirically oriented general theory of politics. Although the system approach was first developed in the biological and engineering sciences David Easton adopted it and sought to define the kind of functions characteristic of any political system through a systematic framework for political analysis. He examined the basic processes through which a political system regardless of its genetic or specific type is able to persist as a system of behaviour in a world either of stability or of change. It also emphasizes the relatedness of all the parts of a social system. Onah (2003:132) points out that:

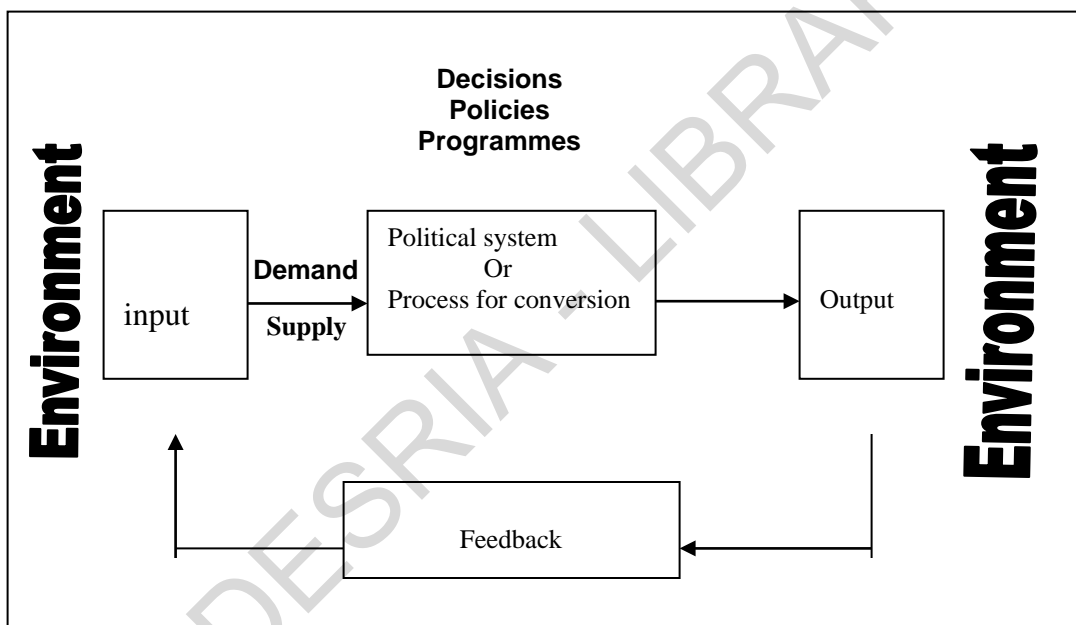
The systems approach to the study of organizations focuses on the system as a whole, the environment of the system, the interdependent relationship between parts of the system and

the dependency for the system to strive for survival by negotiating with its environment.

Political system theory rests on four premises:

1. **SYSTEM:** it is useful in the sense that it views political life as a system of behaviour A political system is a sub-system of a social system.
2. **ENVIRONMENT:** A system is distinguished from the environment in which it exists and open to influences from it.

Figure 1.1: Systems Theory Process



3. **RESPONSE:** Dr. E. O. Ezeani in a lecture mimeograph holds that “a system interacts with its environment by importing inputs, while it exports output in order to maintain itself in a permanent state of equilibrium.
4. **FEEDBACK:** The capacity of a system to persist in the face of stress is a function of the presence and the nature of the information and other influences that return to its actors and decision makers.

Koontz et al (1980:23) gives the advantages of system theory thus:

The advantage of approaching any area of inquiry or any problem as a system is that it enables us to see the critical variables and constraints and their interaction with one another. It forces Scholars and practitioners in the field (of management) to be constantly aware that one single element, phenomenon or problem should not be treated without regard to its interacting consequences with other elements.

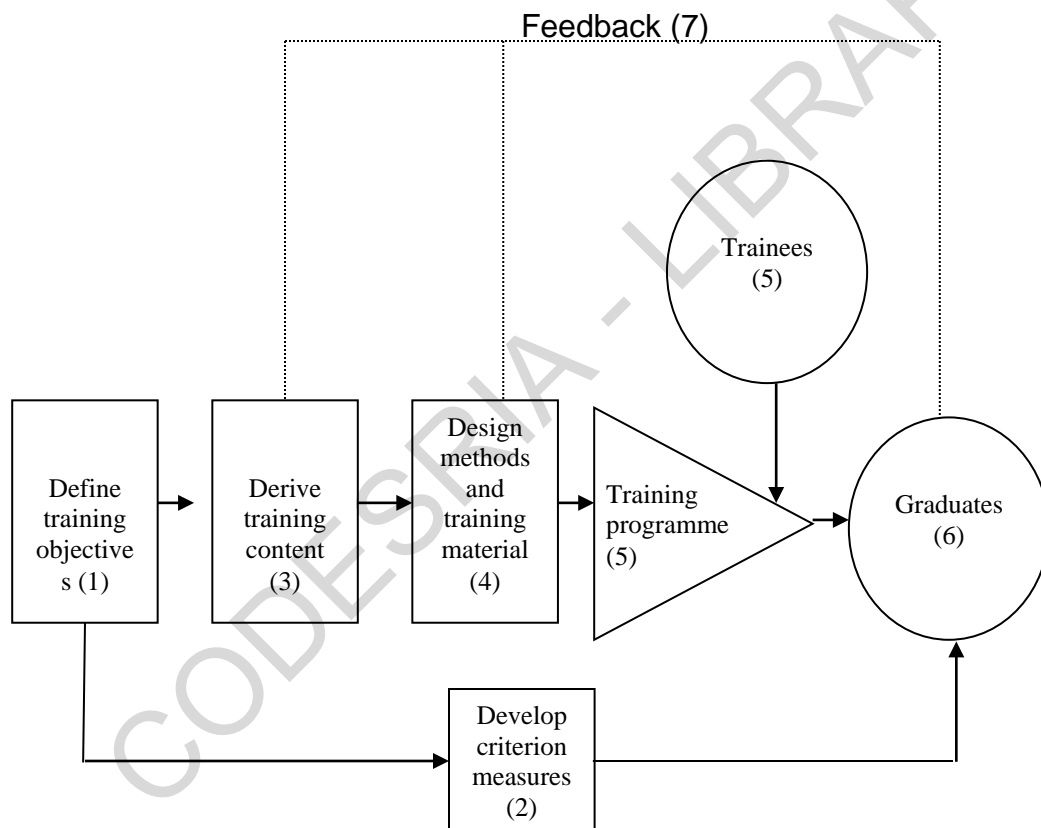
For the above reasons, we adopt systems theory for a systematic and comprehensive analysis of human resources development in Ebonyi State civil service. As we have earlier indicated, the above explanations are rather on the broader or general view of systems theory or approach. We have specifically, for the purpose of studying human resources development in Ebonyi State civil service, adopted the systems approach to training by G.A. Eckstrand (1964). This is extremely appropriate because in staff training and development it is not only the training objectives that matters but the objectives or goals of the entire organization or "system". Commenting on Eckstrand's systems approach to training, Onah (2003:131) States:

In this approach, the development of a training programme is linked to the development of a weapon system. Here the system engineer begins with an operational requirement; a precise statement of the objective to be achieved by the system engineer begins with an operational requirement; a precise statement of the objective to be achieved by the system. The systems engineer then works backward from these objectives to produce an arrangement of sub-system which, when operated according to some operational plan, will fulfil the requirement. The design of a training system can proceed in the same manner. The behaviour, which men must exhibit on the job, becomes the objective, which must be achieved by the training system. The job of the training designer, then, is to select the sequence a series of learning

experiences, which will produce the desired behaviour. A testing (evaluation) phase is required to assure that the training programme designed succeeds in producing men capable of performing as specified.

However, a clear understanding of the application of systems approach to training is possible by properly examining the seven steps given by G.A. Eckstrand in the figure below by courtesy of F.O. Onah (2003).

Fig.1.2: Systems Approach to Training



Source: Systems approach to training (From G.A. Eckstrand. Current status of the technology of training. AMRL Document Technical Report 64-86, September, 1964,3).

All in all, the advantage or the relevance of the systems approach to this work is immense. The systems approach to training enables us to see the interrelationships between the sub-systems or parts in an organization or

“system”. The trainer or the policy maker makes appropriate decision for the interest of the entire system. Staff development does not exist in a vacuum. Training and development of staff should relate to other personnel or management functions. This is because the level of staff development in an organization affects the growth of that organization or system as a whole. This is why systems approach looks at the entire system as a whole and the environment of the system. For instance, in developing training programmes efforts should be made to link training objectives to the objectives of the organization or system. In fact in our case, the training objectives of Ebonyi State civil service should be linked to the objectives of the civil service system and even the objectives of Ebonyi State as a whole. What does management achieve by training and developing its staff? Staff development for what? Staff development must be for the benefit of the trainees and the organization or the state as a whole.

So, the interrelatedness or the interdependent relationships between parts of the system should be a recognizable factor in the continuous process of staff development in any organization or system. As Katz and Kahn (1964) wrote: “system theory is basically concerned with problems of relationships of structure and of interdependence”. Does training of staff achieve what it has mapped out to achieve? Here the question of evaluation and feedback process come into being. Sincerely speaking, systems approach offers an advantageous option in looking at social reality and it works in a cybernetical or cyclical process. In fact, systems approach to training is adopted for this research work because it is an

important theoretical viewpoint that helps our understanding in discussing and analyzing social reality.

1.8 HYPOTHESES

The following hypotheses will be tested:

1. The civil servants in Ebonyi State are availed of the opportunity for staff development.
2. The higher civil servants in Ebonyi State civil service show positive attitude and disposition towards staff development.
3. Money constraints affects staff development in Ebonyi State civil service.
4. Political Leadership in Ebonyi State encourages staff development in the civil service.
5. Unhealthy political interference and control of the state's civil service hinders human resources development.

1.9 METHODOLOGY

We shall employ a scientific methods in this research project in order to come out with a verifiable result that stands the test of time and which can also be easily replicated.

1.9.1. RESEARCH DESIGN

Nworgu (1991) maintains that a research design is a plan or blueprint which specifies how data relating to a given problem should be collected and analyzed. Therefore, a researcher should know:

1. What he wants to do (or find out) and why.

2. The most appropriate way to do it.

The **RESEARCH DESIGN** to be adopted for this work is **SAMPLE SURVEY RESEARCH DESIGN**.

1.9.2 RESEARCH POPULATION OF THE STUDY

On a general plane, our focus for this study is Ebonyi State civil service and not the public service. We shall concentrate our efforts on the ministerial departments. The table below shows the staff strength of each ministry in Ebonyi State for the year 2004.

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Table 1.1: THE STAFF STRENGTH OF EACH MINISTRY IN EBONYI STATE OF NIGERIA, FOR 2004.

S/N	Government ministries	Junior cadres GI 1- 6	Intermediate Senior Officers GL 7 – 12	Senior civil servants GL 13 – 16	Permanent Secretary (Consolidated)	Target Population	Sample population
1.	Information & Orientation	14	79	13	1	107	93
2.	Education	21	21	38	1	81	60
3.	Works and Transport.	82	68	49	1	200	118
4.	Health	36	60	72	1	169	133
5.	Commerce, Industry & Minerals Dev.	30	69	13	1	113	83
6.	Agriculture & food	184	132	20	1	337	153
7.	Finance & Economic Dev.	63	110	16	1	190	127
8.	Public Utilities	1	22	21	1	45	44
9.	Housing, Environ. & Urban Dev.	15	36	11	1	63	48
10.	Women Affairs & social Dev.	46	12	12	1	71	25
11.	Local Govt. & Chieftaincy Matters	9	8	3	1	21	12
12.	Youth & Sports	5	10	5	1	21	16
13.	Justice	16	6	20	1	43	27
14.	Culture & Tourism	12	6	3	1	22	10
15.	Lands, Survey & urban Planning	5	55	24	1	85	80
16.	Rural Dev.	15	14	8	1	38	23
	Grand total					1606	1052

Sources: From all the 16 Ministries in Ebonyi state.

For this work, we involved all the sixteen Ministries in Ebonyi State. Following from this, our target population is 1606. Out of this target population, we selected sample size of 526 based on purposive or judgemental sampling

technique. The sample size was derived from workers on grade level 7 and above who are in a vantage position to provide the relevant data needed for this study.

1.9.3 SAMPLING/SAMPLING TECHNIQUE

As we have earlier indicated we have adopted purposive or judgemental sampling technique for this study for a coherent and satisfactory result. We deliberately did not involve civil servants from GL 1 – 6 and their total number is 554. This is because purposive sampling technique we have adopted for this work requires enough knowledge in responding to the items in the questionnaire. And out of our target population of 1606, we selected our sample size of 526 based on purposive sampling technique. Therefore, the percentage of the sample size will be:

$$\frac{\text{sample size}}{\text{Target population}} \times \frac{100}{1} = 33\% \text{ of the population sampled.}$$

$$\text{ie. } \frac{526}{1606} \times \frac{100}{1} = \frac{52600}{1606} = 33\%$$

1.9.4 METHOD/SOURCES OF DATA COLLECTION

The information for this research work are from two main sources – primary and secondary sources. Our primary sources include official government publications, information or pronouncements on staff development in Ebonyi State civil service from 1996 to 2004. Some of the information needed for the testing of the hypothesis will be gathered from Ebonyi State Ministry of Information, civil service commission, the office of Head of Service, Ebonyi State

Secondary Education Board, and of course, Ebonyi State government House. We must also make use of survey research in the form of interview, observation and questionnaire. For instance, we shall interview the chairman, civil service commission, Ebonyi State; commissioner for information, Ebonyi State; the Secretary to the state government (SSG); Executive Secretary, Ebonyi State scholarship board; Head of service, Ebonyi State; and some higher civil servants. Considering the importance of human resource development, we shall try to interview the Ebonyi State Governor himself.

The other category for data gathering is secondary sources such as textbooks, journals, manuscripts and unpublished research papers. In fact, all the documented evidences available on staff training and development in Ebonyi State civil service from 1996 to 2004 will be used.

1.9.5 RELIABILITY AND VALIDITY

Reliability refers to test consistency. In order to ensure the reliability of this study, we insist that data collected are accurate and would remain same if replicated or repeated again and again. We shall endeavour to interview reliable and highly placed government officials. We shall be sincere in distributing our questionnaire. Since part of our data gathering technique is based on content analysis and analysis of existing data, we shall establish reliability of this work by cross-checking our information against many sources.

Validity is the accuracy of a measure. Therefore, in this work we shall ensure the accurate measurement of the units of observation/analysis.

1.9.6 METHOD OF DATA ANALYSIS

All the data gathered for all the hypotheses will be analysed through the use of simple percentages, tabular and graphical presentation of data where it is necessary. In some of the hypotheses likert measuring scale will be used because they involve the question of **ATTITUDE** and disposition of higher civil servants in Ebonyi State and the political leadership. For hypothesis three (3), we shall use pie chart and/or bar chart to simplify the understanding of percentages of money allocated to staff development each year in Ebonyi State.

The formula is

$$\theta^{\circ} = \frac{F}{n} \times \frac{360}{1}$$

where F = Frequency
 N = number
 360° = degree.

In testing the hypotheses, we shall also, use **CONTENT ANALYSIS** and analysis of existing data ie we shall carefully scrutinize or read meaning into what others have actually written on our subject matter which will help us somehow in our analysis and in making appropriate conclusions.

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CHAPTER TWO

HISTORICAL BACKGROUND AND ORGANIZATIONAL STRUCTURE OF EBONYI STATE CIVIL SERVICE

2.1 HISTORICAL BACKGROUND OF THE STATE

Ebonyi State was created on the 1st of October, 1996 from the old Enugu and Abia States. It is situated on the south east of Igboland. Ebonyi state is physically bounded to the north by Benue state, to the West by Enugu State, to the east by Cross River State and to the south by Abia State. It has a total area of approximately 5.935km and lies between latitude 7.30E and longitude 8.30E and longitudes 5.40N and 6.45N respectively... The geographical location of Ebonyi State is indeed interesting. It lies within the rain forest area of the eastern region of Nigeria... Ebonyi State has a population of 1.7 million people... Industrious, hardworking and enterprising, the people of Ebonyi State are predominantly Igbo. (Afrikpo Today, vol. 2 No. 10 July – December, 2004).

And so, the former Abakaliki Province – which comprised of the people of Abakaliki and Afikpo – which later became Ebonyi state after series of determined struggles experienced acute underdevelopment and backwardness for many years. The people of this area complained of injustice, inequality, domination, deprivation and exploitation they suffered from the activities of the hegemonic ruling groups. Obodo (2001:18) rightly observed that: "For nearly forty years the people (of former Abakaliki Province) remained under the shackle of colonialism and exploitation by the dominant groups who constantly foiled any step by the people to receive education...". The people were marginalized and blatantly subjected to neglect and abject poverty. They were not involved in the distribution of the socio-economic and political resources of the state." In the

Lexicon of Nigerian politics, marginalization depicts neglect, non-involvement or inequity in the distribution of the socio-economic and political resources or indices of development” Obianyo (2003: 66). On his own part Anyasi (2001:19) stated that “Ebonyi people at that point, have no business with the class struggle between the rich and the middle class in Nigeria” “According to him, this is because there is only one class in Ebonyi – the poor class” Actually at that time about 80% of the peoples’ population lived below poverty level. They were plagued by disease, high illiteracy, political and economic under-development, misery, and inferiority complex caused by neglect and abandonment by government comprising political sycophants who had hegemonized the institutional mechanisms of power for selfish ends. According to Dr. Nnamdi Azikiwe (1968), “the instinct of pugnacity (to dominate) is innate in man... it fortifies his pride with a desire to conquer...”. The people were actually subjected under a vicious circle of poverty and powerlessness. The people were politically and economically weak and backward.

In my interview with Dr. John Out, the commissioner for information, Ebonyi state on the 14th of February 2005, he said:

We had a history, an unflattering history, a history full of despicable instances of Ebony persons in the past being looked down upon by his kit and kin, by his brothers in the neighbouring state largely because the typical Ebonyi man in the past was an illiterate, was poor, was not confident in himself, in his environment. And part of the reason for that lack of confidence was because he was neglected abjectly by the government of the day at the time and all these

conspired to put down the Ebonyi man in the past. It rubbed the Ebonyi man of his confidence, made him to become an object of caricature among his brothers in the south-East.

This is really a cry from the heart. The situation in Ebonyi then was actually pathetic and sympathetic. In fact, generally speaking, Okoli and Onah (2002:157),⁸ observed that: "Rural areas in Nigeria are characterized by oppression, degradation and deprivation. The rural people have few opportunities for education, employment and good living. They lack economic and social amenities such as good roads, electricity, pipe – borne water, hospitals, bridges, banks, industries, telephone, etc".

The area that later became Ebonyi State consisted of loosely connected towns and villages with no actual cohesive life, in spite of their ancestral or historical connection. They were predominantly peasant farmers and major source of cheap labour: the hewers of wood and drawers of water. The observation of Maurice Okafor (2004:20) becomes necessary at this point. He said:

In spite of its contributions as one of the major producers of the basic staple food commodities (Rice, Yam, Garri), the negligence by agents of social and environmental change on the people and area of the old Abakaliki/Ezza and Afikpo district zones of the former East Central State formed the bedrock of the struggle for the creation of Ebonyi state. 8 years after its creation, the gory ugly tales and description of the area as an endemic Guinea worm infested zone and

a backward zone is increasingly becoming a thing of history.

At that time, they had no political capacity to fight for their rights; to influence and attract better treatment from Government. And by reason of their loose connections and lack of cohesive life occasioned by abject poverty and hardship, the people rather became susceptible to group conflicts, strife, rivalries. They needed better unity and affinity, better education, good organization, and of course, effective leadership to pilot the affairs of the people. In the words of Kenneth Kaunda (1962), "... Nothing can be achieved anywhere and in any field without good organization. For those who have succeeded in life, good and effective organization were their watchwords".

However, these people having suffered and experienced ill-treatment and humiliations in various ways, began to look for a way of receiving better treatment from government; a way for self determination and self-preservation; a way of liberation and emancipation from irresponsible and repressive governments; a way of acquiring a state of their own that would ensure and enhance effective leadership and better life for all the citizens.

The case of the people of Ebonyi was a pathetic situation that needed immediate solution. But the solution did not come immediately. Obodo (2001:12) revealed that "The agitation and clamour for Ebonyi started and lasted for nearly forty years because the people distanced themselves from God and only had an answer to their long-standing strife when they discovered the true God". From Abakaliki province, after regional experience, the people that now make up

Ebonyi state were annexed into East central state under the 12 – state arrangement in 1976. Obodo (2001:21) further revealed that:

In 1975, Ebonyi people made another move for another political independence under Justice Ayo Irikefe's commission for an Ebonyi state. The request failed because it was Anambra and Imo states that were created out of the defunct East Central State.

The case for Ebonyi state was made in 1980 through the House of Representatives but it failed. It came up again in 1981 state creation exercise, it failed again in spite of the good reports and recommendations of Justice Irikefe's Panel in 1976 concerning the creation of Ebonyi state. Obodo again disclosed that "in 1987, the request to create Ebonyi state continued but through the political bureau of 1987 to the National Constitutional Conference".

According to him "in 1991 the erstwhile Babangida administration appreciated the case for the creation of Ebonyi state as being overdue". But eventually Enugu and Abia states were created. Obodo (2001:22) finally and joyfully stated:

The justification and demand for the creation of Ebonyi state continued with renewed vigour and intensity through the 1994/95 National Constitutional Conference and through the 1995/96 chief Arthur Mbanefo-led state creation, Local Government and Boundary Adjustment Committee. During this period, the last phase of the struggle for the creation of Ebonyi state, our leaders, despite all odds laboured assiduously with commitment and determination until the birth of Ebonyi state was proclaimed by the then Head of State and commander-in – Chief of the Armed Forces of the Federal Republic of Nigeria, late General Sani Abacha on October 1, 1996. It actually relieved the people of Ebonyi State from undue political dominance which they suffered several years back.

In spite of the hindrances and political road-blocks mounted to prevent the creation of Ebonyi State by detractors and non-progressive forces, Ebonyi state finally came like a dove from a distant land. It was as if a promising and formidable people were abandoned in a valley of obscurantism: a people whose land is flowing with milk and honey was made to dwell in abject poverty despite the prodigality of nature. It seems as a contradiction. But one thing is very clear: no people or nation can immediately overcome underdevelopment or backwardness and be transformed to the status of greatness if still controlled and manipulated by the powers that be – the hegemonic ruling class. This is because he who pays the piper dictates the tune.

It is also important to explain here that before the creation of Ebonyi state, some parts of the state were in Abia state as minorities and some parts were in Enugu state as minorities. They suffered neglect in these states. According to Uchenna (2003:49), “We can still recall the deplorable condition of the state prior to its creation: Acute underdevelopment and deprivation, which came as a result of neglect by the sister states of Abia and Enugu, in order to subject the state to perpetual servitude. No foundation was laid for the state”. On his own part the first Executive Governor of Ebonyi State Dr. Sam Egwu (2004:3) strongly affirmed this when he said,

In my own state, Ebonyi, which has suffered criminal neglect from our rulers in our parent state, our children could not go to school because of abject poverty. They were on the streets of Abuja, Lagos, Port Harcourt, etc, hawking wares for a living. There was virtually absence of infrastructure and no entrepreneurial class. This was the situation at the end of nearly 20 years of military rule in Nigeria and the setting, which faced the new democratic government in 1999 at the state and federal levels.

The first military Administrator of Ebonyi state was commander Waller Feghabo (October 1996 – August 1998). The second Military Administrator of the new state was A.I.G. Simeon Oduoye (August 1998 – May 1999). These men enthusiastically tried their best. But we know that they were not trained for the business of statecraft. Egwu (2003:49) remarked, “Even, the successive military administrators in the state were only grappling with their initial administrative hiccups for the effectiveness of their regimes, without putting in place sustainable development strategies which would have created an economic platform for the in-coming civilian administration to build on”. However, on the 29th May, 1999 when Dr. Sam Egwu, the first Executive Governor of Ebonyi State was sworn in as the helmsman or the steersman of the new state he said:

During my electioneering tour of various communities in Ebonyi state, I was brought face to face with incipient neglect, abject poverty and absolute underdevelopment of most communities in Ebonyi state. It was the burning desire to redress the anomalous scenario that, for nearly five decades, our fathers fought tirelessly for the creation of Ebonyi state. They were convinced that our lot can be made better. They believed that our land can regain its glory. They were resolved to take their destiny in their own hands. In the course of their grim but determined struggle for a state of their own, our forebears suffered sundry scorn and persecution. Today the creation of Ebonyi State represents a challenge to our own generation.

And so, Governor Sam Ominyi Egwu, following the backwardness of the people in education, immediately waged an unconditional war on illiteracy and poverty by declaring free compulsory primary and secondary education for the people. With that in mind now that Ebonyi state has been created and it means victory,

Freedom, Liberation and independence for the people, there should be sustained and conscious unity among the people, and a clear recognition that enduring development can only come when a state or nation understands the importance of human development for sufficient intellectual resources which will inevitably cause development to start from within and blossom. "Thus, an ancient writer once wrote: If Athens shall appear to you great, consider that her glories were purchased by valiant men: by men who learnt their duties".

2.2 THE CIVIL SERVICE AT THE INCEPTION OF EBONYI STATE

Ebonyi State is one of the newly and youngest states created in October 1996. Before now the state had existed in two different states, the southern part in Abia state, the northern part and the central in Enugu State.

Before 1996 one would not be able to talk about the civil service in Ebonyi state. What it looked like and what it does not look like. But one can only talk about civil/service from 1st October 1996 till this moment. As every other person knows it is very simple and common to state the obvious that right from the inception of this state (Ebonyi state) there has been a PROGRESSION. (Interview with A.N. Ukoma on 7th Feb., 2005).

All in all, the civil service is very important in the day to day activities of any modern government. Ebonyi state being one of the newly created states in Nigeria needs an efficient and competent civil service in order to enhance its stability, viability and growth. However, at inception the state was replete with problems in its civil service. As stated above, before the creation of Ebonyi State on October 1, 1996 the people of Ebonyi were hitherto parts of Abia and Enugu states where they found themselves as marginalized minorities far from the

control of the states' apparatuses of power. So, civil servants who were Ebonyi state indigenes returned from Abia and Enugu states to form the civil service of the newly created state – Ebonyi state. According to comrade U. A. Kalu, “Formerly we inherited mostly junior workers in Abia and Enugu states” (oral interview on 31st January, 2005). To be more specific, at the inception of Ebonyi state there were 11 Deputy Directors at grade level 16 (GL 16) from Abia state and non from Enugu state. So, the staff from Enugu were more seriously marginalized in service. There was the initial problem of integrating these civil servants into one, indivisible and united workforce. In our interview with Dr. Okpara Ekuma Osin, the permanent Secretary, Ministry of works Ebonyi state, on 22nd December, 2004, he disclosed thus: “There was not any conflict but there was a bit of mutual suspicion because we came from different groups, some people (civil servants) came from Abia state while some people came from Enugu state.” This, of course, became a glaring human resources management problem. Suspicion in the work place does not promote efficiency. Rather, it impedes cooperation and productivity.

It is necessary to remember at this point that when Ebony state was created, the civil service was at its embryonic stage without enough trained and developed personnel to make things happen effectively and efficiently. The service had not enough skilled and professional civil administrators then. This also became a human resource problem. In the words of Dr. Okpara Ekuma Osin, “Initially, there were not enough hands (workforce) at the time we came because some were not qualified. There was not enough manpower to form a

viable government then.” On his own part F.O. Alu observed, “At the inception of the state in 1996, Ebonyi state civil service was characterized by lack of manpower at the critical professional areas, and this compelled the government at the time to allow the employment of non-indigenes in the areas like medicine and other vital areas.”

More so, at the inception of Ebonyi state, there was the initial problem of organization in the service and organizational role of problem. Dr. John Otu, the honourable commissioner for information, Ebonyi state, disclosed thus:

Any person who came over to Ebonyi state from the old Enugu State and the old Abia State would know that there has been a lot of improvement in the states' civil service from what it was at the time. It is understandable because the people that formed the civil service of Ebonyi state at its creation were pulled from two different states – Abia State and Enugu State. And as it is characteristic of new states, the initial period was spent on streamline the civil service, on properly working out the conditions of service of different staff from the two different states. At that point the civil service was not quite properly organized in the state.

Ebonyi state civil service then was like any other civil service in the country with its manifest weaknesses and corruption. This, undoubtedly is a human resources problem. It must also be remembered that “in the past, the Nigerian civil service could be described as good, confident, highly motivated and a pride of the nation” (Okereke 2003 :87). But things have fallen apart in Nigerian civil service. Things are no longer the same, Okereke continued. “In the last decade or so, the Nigeria civil service seems to have become a parody of itself. It appears to have lost confidence and is, therefore, unsure of itself. It lacks

dedication and commitment to duty; lacks discipline, and has become thoroughly corrupt.” So, Ebonyi state civil service at inception was not an exception. According to Okereke (2003:92), “From Ebonyi to Abia, Calabar to Maidugiri, Lagos to Sokoto, civil servants complain of neglect, abandonment and redundancy since their duties appear to have been usurped by the government houses.” On their own part Okoli and Onah (2002:150) rightly confirmed this when they observed: “the civil service is politicized and unnecessarily controlled.” This is the civil service which is supposed to be strictly neutral politically. In fact, the civil servants are highly expected to obey the ethics of the profession which requires Neutrality, Anonymity and Impartiality. But in Nigeria, there is over-politicization of social life. It is really unfortunate that most Nigerian Leaders who were not even trained in the profession of statecraft management would always take the posture of: “I am the state” of the French King Louis XIV. This made them to take state power as private properties, violating orders and principles of doing government business especially the Nigerian Military Dictators in government as we have earlier indicated. For instance, Adebayo (2001:107) wrote:

A veritable case in point was that of Gongola state in 1986 where the Military Governor sent home on suspension all his Permanent Secretaries and assigned to newly appointed commissioners the task of deciding which of the permanent secretaries should be called back.

Unfortunately most of these leaders accept authority without responsibility and this often leads to despotism and irresponsibility. Therefore, the norms and ethics

of the civil service were always violated. According to Omoleke 92003:191 – 192):

It is the operators that make an organization efficient (human resources). It should be noted that no matter how perfect an organization is, if the human factor is lacking as exemplified by the Nigeria case, it will remain inefficient and ineffective. Thus lack of dispatch, sluggish response to official call characterize Nigerian bureaucracy. It is in Nigerian bureaucratic structure that we find junior officers refusing to honor directives from a superior officer. Bribery and corruption have now eaten deep into the fabrics of Nigerian bureaucracy. The junior officers bribe the senior ones for promotion, while some officers receive bribes or tips from clients before they do the job for which they are being paid.

More so, the civil service at the inception of Ebonyi state witnessed poor working ethics from most civil servants from Enugu and Abia States respectively.

In the words of Obodo (2001:39):

Again, the working ethics of the workers from Abia and Enugu states were grossly at variance. One could easily find more dedication to duty among workers from one of the states than those from the other. It became a management problem because no meaningful achievement can be made in any organization where there is poor working ethics.

Obodo (2001:40) further revealed the situation of things at the inception of Ebonyi state civil service. According to him:

In the school system it was discovered that the condition of teachers was deplorable, if not hopeless. Some teachers were engaged part time in the popular motor cycle transport business while others engaged in full time business and still remained in the payroll of the commission. The school system and its management broke down completely since even the policy-makers in the Board and Ministry colluded with and condoned delinquency among workers and ghost

workers-syndrome. Some teachers were full time students in various institutions of higher learning and were still allowed to collect their pay and run down the system. Students roamed about without teachers to teach them while in the payroll, there was a large inventory of qualified teachers.

This kind of unethical approach to government service causes great concern to progressive minds in Nigeria today. Civil servants are no longer dedicated and devoted to duty. Although, to be frank, they are not well-motivated, the civil service in the past was quite different. Akpan (1982) described the civil servants of old as, “men, with the highest sense of mission, dedication, discipline, and motivation, prepared to make sacrifices and put up with the strain of the hardest work and greatest responsibilities”.

Consequently, at the inception of Ebonyi state, the civil service was at its embryonic stage without proper motivation and organization and was essentially associated with low morale, indiscipline, suspicion and dishonesty. Then, there was not enough manpower to make things happen and the civil servants needed training and development in order to take their rightful position in the day to day activities of government. Man must be developed and educated to be useful to the society. According to Sekou Toure (1959), to love the country, is to love the man who lives in it, and who must come before all else; To love the man is to keep him healthy, to teach him enlightenment, to educate him into sociable ways, to keep him human.

2.3 EBONYI STATE CIVIL SERVICE: THE PRESENT REALITY

Ebonyi state civil service today is more organized and stable than what it was at the inception of the state. Indeed, efforts have been made by the state

government to bring Ebonyi state civil service to an appreciable standards. However, we cannot immediately conclude that Ebonyi state civil service today is entirely free from:

- (a) The after-effect of the civil service Re-organization Decree 43 of 1988.
- (b) The problem of practicing a presidential system of government alongside a civil service patterned on the British parliamentary system.

Nevertheless, reacting to our question: how do you see the civil service today?

Mr. P.N. Ogbodo, The Permanent Secretary in-charge of Manpower development and welfare services in the office of the Head of Service, Ebonyi State said:

Well, to be able to talk about today one needs to go back to yesterday. Because you cannot know today without knowing yesterday. Well, we are still trying to wriggle out of the civil service of yesterday. By yesterday I mean, the civil service that was balkanized especially in the year 1988 when decree 43 was introduced... That decree dealt a very serious blow on the bureaucracy of this country and we are still recovering from it gradually...

Today after the government discovered that, that decree dealt a blow to the service, the Ayida commission tried to do something about it and to restore the position of the Permanent Secretary. He also gave the Permanent Secretary the tag of an Accounting Officer. But this tag has not solved the problem because the Permanent secretary as an Accounting Officer is just on paper. You know one cannot account for money or anything accurately when another person is disbursing it. That has been an area of controversy between me and my colleagues and even the government which tried to say, we hold you responsible as a Permanent Secretary; you are the Accounting Officer. I said I cannot account for money which another person

approves. There is no way such a magic can come. You are supposed to advise but sometimes, the advice is not taken. And so is our civil service. Our bureaucracy will continue to be eroded as long as that issue is not rectified.

But generally, as we have observed Ebonyi State civil Service today is really creating impact in spite of some shortcomings. In our interview with Dr. John Otu, the honourable commissioner for information, Ebonyi state, he disclosed that after the initial period of settling as a new state, especially from the time of the administration of the Governor, Sam Ominyi Egwu, 1999 till date, efforts have been made at properly streamlining the civil service so much so, that today in Ebonyi state we can say we have one of the best civil service and civil service commissions in the whole southeast zone. The young honourable commissioner further disclosed that at least, we have a vibrant civil service commission, we have a vibrant office of the Head of Service and Permanent Secretaries and senior officers.

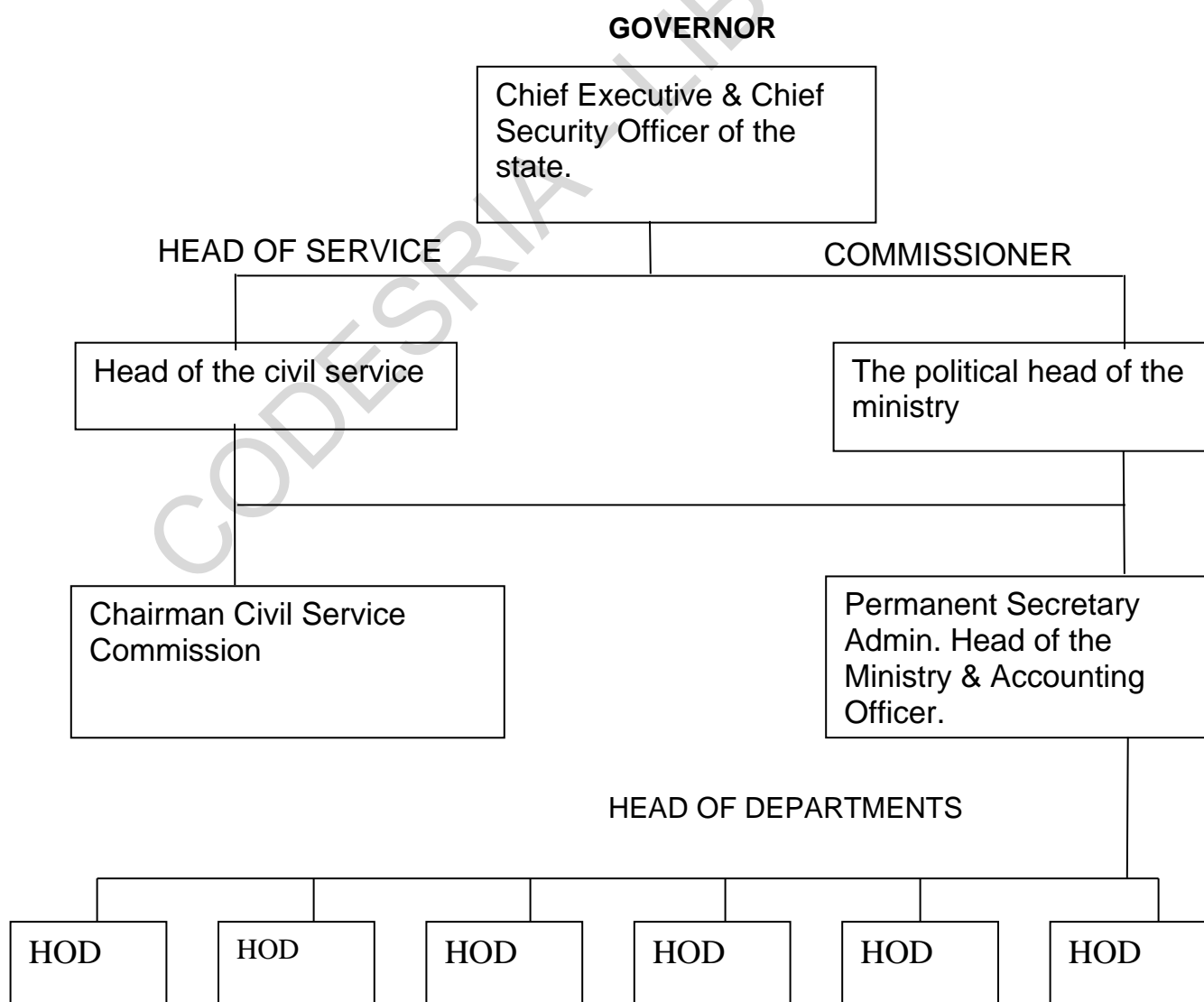
For instance, in 2004 alone 17 corrupt civil servants were dismissed from Ebonyi state civil service and we asked the commissioner for information, Ebonyi state, Dr. John Otu the crime of these 17 dismissed civil servants and why their crime warranted sacking, he said:

Those 17 civil servants who were sacked were guilty of different corrupt practices especially in the area of salary padding and other fraudulent activities. And when it came to the knowledge of government about what was happening all the while, the government set up a judicial panel of inquiry. It was not an ordinary panel, so that we would give them, the people, the freedom of stating their own position and they did. And the judicial panel of inquiry properly looked into it and made its recommendations which was for them to

be terminated in keeping with the public service rules because public service is very clear on the public officer that commits any corrupt practice or practices. So that was exactly what happened. The executive council also came and looked at the recommendation of the judicial panel of inquiry and ratified it and that was why they were sacked. And we don't regret it and why don't we regret it? Because we want to sanitize the system.

We shall now look at the organizational structure of Ebonyi state civil service, the staff strength of the ministries and the structural organization of the ministries.

Fig. 2.1: EBONYI STATE CIVIL SERVICE STRUCTURE



When we posed the question: what is the structure of Ebonyi state civil service? to Mr. P.N. Ogbodo, the Permanent Secretary, Manpower Development and Welfare services in the office of the Head of Service, Ebonyi state, he said:

The Ebonyi state civil service is still structured the way every other service is structured. First of all we have the office of head of service, who is the head of the civil service. Then we have the ministries and each ministry is headed administratively by the permanent secretary and other staff including Administrative Officer and what have you. Each ministry is structured into departments. There is one other interesting thing I want to tell you about Ebonyi. While Ayida Commission recommended that the departments of Finance and supplies as well as administration should be merged, Ebonyi has decided to separate the two departments for effective performance. So, each Ministry is structured into various departments not exceeding six (6) departments, which must include:

- (1) The department of Administration
- (2) The department of Finance and Supplies
- (3) The department of Research, planning and statistics, etc.

Then other departments are structured according to the nature of the ministries. Then just in the recent past we had sixteen (16) ministry structure and other parastatals. That is really the structure of Ebonyi State civil service.

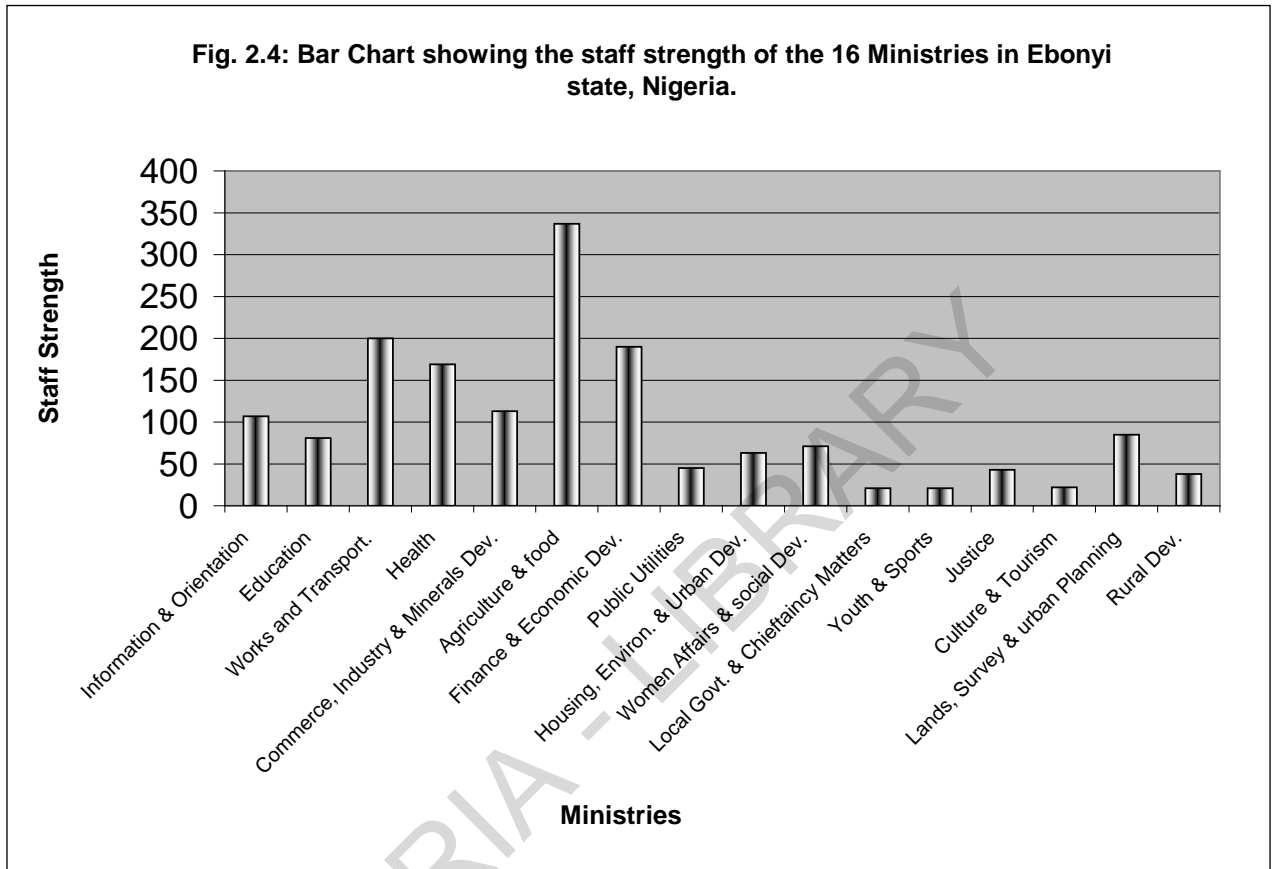
So Ebonyi State has sixteen Ministries and in the course of this research project we went round and collected the staff straight of each ministry in Ebonyi State.

**Table 2.1: THE STAFF STRENGTH OF EACH MINISTRY IN EBONYI STATE
OF NIGERIA, FOR 2004.**

S/N	Government ministries	Junior cadres GI 1- 6	Intermediate Senior Officers GL 7 – 12	Senior civil servants GL 13 – 16	Permanent Secretary (Consolidated)	Total	Target Population
1.	Information & Orientation	14	79	13	1	107	93
2.	Education	21	21	38	1	81	60
3.	Works and Transport.	82	68	49	1	200	118
4.	Health	36	60	72	1	169	133
5.	Commerce, Industry & Minerals Dev.	30	69	13	1	113	83
6.	Agriculture & food	184	132	20	1	337	153
7.	Finance & Economic Dev.	63	110	16	1	190	127
8.	Public Utilities	1	22	21	1	45	44
9.	Housing, Environ. & Urban Dev.	15	36	11	1	63	48
10.	Women Affairs & social Dev.	46	12	12	1	71	25
11.	Local Govt. & Chieftaincy Matters	9	8	3	1	21	12
12.	Youth & Sports	5	10	5	1	21	16
13.	Justice	16	6	20	1	43	27
14.	Culture & Tourism	12	6	3	1	22	10
15.	Lands, Survey & urban Planning	5	55	24	1	85	80
16.	Rural Dev.	15	14	8	1	38	23
					Grand total	1606	1052

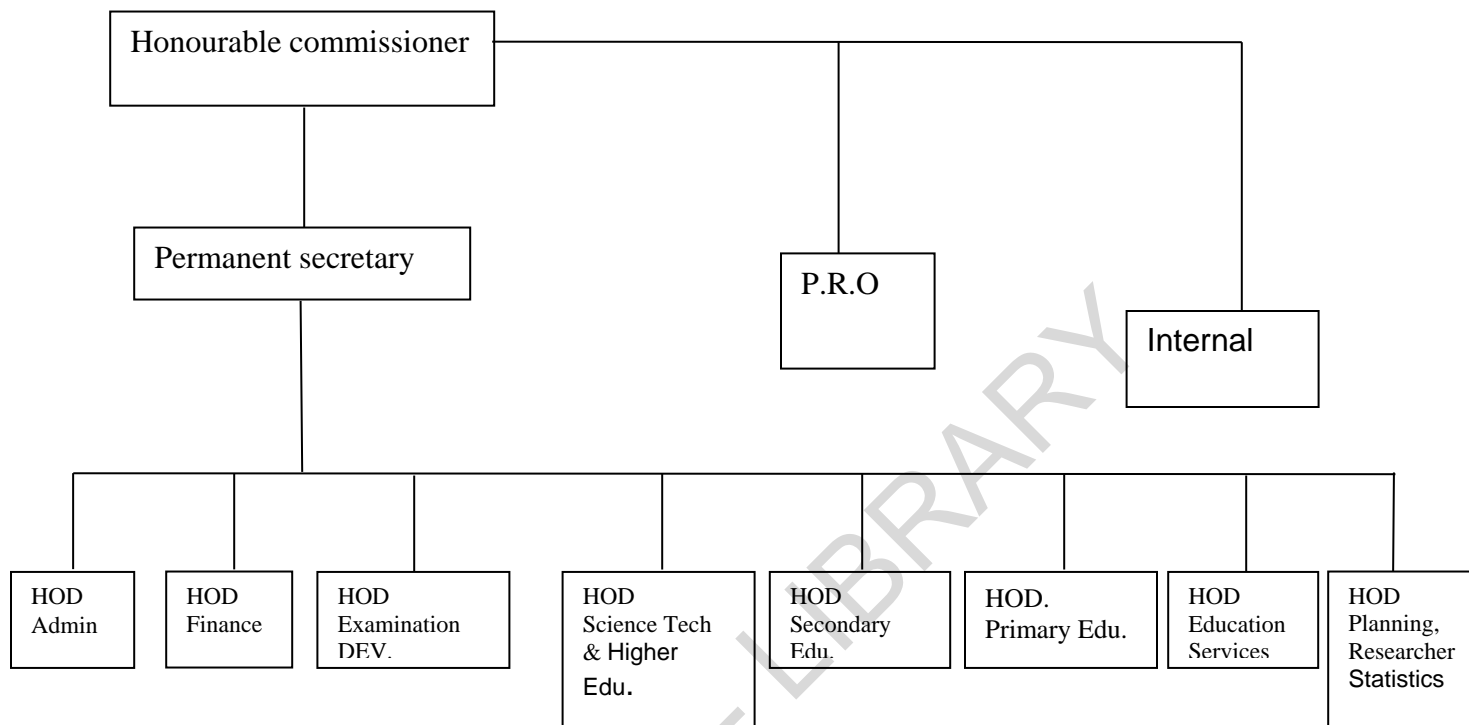
Sources: From all the 16 Ministries in Ebonyi state.

A bar chart has been provided to see at a glance the staff strength of all the 16 ministries in Ebonyi State, Nigeria.



It must also be noted that each Ministry in Ebonyi State has its own organizational structure in accordance with the peculiar nature of the Ministry. We shall give an example with the organizational structure of Ebonyi state Ministry of Education. So, below is Ebonyi state Ministry of Education organizational structure.

Fig. 2.3: EBONYI STATE MINISTRY OF EDUCATION ORGANIGRAM.



Source: Planning, Research and Statistics Department (DPRS) Ministry of Education, Ebonyi State, Nigeria.

In the area of welfare, the state government has done appreciably well. According to Dr. John Otu, the conditions of service of civil servants are also being improved on regular basis. They get their allowances and pay as due and when due. In fact, we have been working out modalities to ensure that our system becomes really the best in the country. On his own part Engr. (sir) E.N. Uduma, the Permanent Secretary, Ministry of Public utilities, Ebonyi State confirmed this when he said:

In the area of welfare, I am sure that the state government, and particularly the Executive Governor (Sam Egwu) believes that a labourer is worth his pay. Consequently, Ebonyi state government pays the highest basic salary in the southeast geopolitical

zone. And for Ebonyi state, salaries are very regular and people don't hear of arrears of salaries for both public office holders, for civil servants and teachers throughout the state. As a matter of policy, salaries must be paid on or before 25th of every month... Also, promotions have been regular and people (workers) have been enjoying their promotions all these years. The Government has started the housing loan and has already given housing loans to the tune of 1.5 million to the permanent secretaries at an extremely low rate of 3 percent interest and repayable in 15 years. That has been a serious bonanza for the workers. Government is arranging for loans for other cadre of the workforce. Already, the state government is doing everything to attract the national housing fund for houses for Ebonyi state workers. In the other area, the government has provided conducive working environment for the workers...

Training and development are the oil of progress and perfection for any organization that wants to excel and we shall in chapters three and four empirically assess human resources development in Ebonyi state civil service.

2.3 CHAPTER SUMMARY HISTORICAL BACKGROUND OF EBONYI STATE

Ebonyi State was created in October 1, 1996 and before its creation, the southern part was in Abia State while the northern and central parts were in Enugu States. They were in the states as minorities and were, therefore, subjected to marginalization, poverty and injustice. They were educationally backward and underdeveloped.

At the inception of Ebonyi State Civil Service was at its embryonic stage with problems such as lack of enough trained manpower.

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Federal Republic of Nigeria Civil Service Handbook of 1997.

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CHAPTER THREE

Human Resources Development Programmes in Ebonyi State Civil Service

This chapter takes a look at the human resources development programmes available in Ebonyi State Civil Service from 1996 to 2006 and specifically the chapter examines the following:

- (1) Development and training programmes in Ebonyi State Civil Service.
- (2) Identification of training needs in the service.
- (3) Standard for trainee selection and
- (4) Training and development centres available for civil servants in the state.

A meaningful examination of the above becomes very necessary because training and development of civil servants who are regarded as the most critical resources of any government should, as a matter of principle, be taken more seriously and urgently considering the enormous importance of training and development of the work-force in any organization or government. This is crucial because, day by day in this era of globalization and information technology, new discoveries and innovations are being made in all fields of human endeavour. To keep abreast of these new changes in the world community, workers, especially civil servants should be sufficiently well informed in order to be professional Lilliputians but professional giants that would always make things happen for the benefit of all. So, staff development and training would make workers well-informed, arouse their enthusiasm and sharpen their focus. However, effective training of this kind is not possible without well developed training programmes.

More so, it is important for human resources development and training to be geared to the objectives or goals of the organization. This means that the training objectives should of necessity be derived from the organization's objectives or goals. And in fashioning out staff development and training programmes, the training needs of the organization should be taken into consideration. According to Obikeze et al (2005:167),

Training objectives in an organization are realized by different types of training programmes which should be articulated and executed by the personnel department. These training programmes include job skill, technical and professional training, management development and orientation. The achievement of these objectives depend in part on a well-designed training programme. A well-designed training programme will usually specify the kinds of personal qualities necessary in a person entering the programme.

When we asked Mr. P. N. Ogbodo, (Permanent Secretary, incharge of manpower development in the office of the Head of service, Ebonyi State), What he thinks are the objectives of Ebonyi State Civil Service, He said:

Our civil service is result-oriented. We are pragmatic in nature. We want to see things happen. We are moving as a new state. We are really moving. Ebonyi is on the move. So, our service is tailored towards that move. The due process and everything we do here are based on that policy of government that we want to achieve results.

Mr. Ogbu Agbafor, who is in charge of manpower development and training unit in the office of Head of service, Ebonyi State, disclosed that the human resources development and training objectives in Ebonyi State civil service are designed to

1. Increase in efficiency and effectiveness.
2. Increase in productivity.

And so, it is believed that the training and development programmes in Ebonyi State civil service are worked out in due recognition of the training needs of the young state in general and the civil service in particular. In this chapter, therefore, we shall examine in greater details (i) the training and development programmes available in Ebonyi State civil service; (ii) the method they employ in ascertaining training and development needs in the service (iii) the standards for trainee selection, and (iv) training and development centres where Ebonyi State civil servants receive training and development.

3.1 DEVELOPMENT AND TRAINING PROGRAMMES

As we have discovered, in planning for an effective staff development and training programmes, Ebonyi State civil service recognizes the objectives of the civil service system and indeed the objectives of the young state. This is for the benefit of the state civil service and the entire state as a whole. This is very important because every organization or nation is maintained and sustained by its well-developed and sophisticated human resources. Both the higher civil servants and all the civil servants in Ebonyi State receive improvement and help from development and training programmes. According to Armstrong (2003:513) "Human resources development (HRD) is concerned with the provision of training, development and training opportunities in order to improve individual, team and organizational performance". So, in Ebonyi State, the training programme is seen as carefully designed process and procedure to improve

skills and efficiency in one's current job, while development programme is a well designed process to develop and acquire skills and experience for the future advantage and growth of the service. However, we shall carefully discuss all the necessary training and development programmes available in Ebonyi State civil service.

They are in the following categories:

- (a) Induction training programme
- (b) In-service training programme
- (c) Short-courses, seminars, workshops, conferences etc.
- (d) HIPACT Training programme
- (e) Work and study programme.

INDUCTION TRAINING PROGRAMME

Induction training programme is usually designed by Ebonyi State civil services for the new members of the civil service organization no matter their rank or cadre (both senior and junior staff). This is a process of:

- (i) exposing the new entrants to the ethics and the norms of the civil-service system.
- (ii) training and instructing them on the importance of efficiency, hard-work, commitment, dedication and devotion to duty.
- (iii) acquainting the new staff with the necessary orientation on how to contribute effectively to the objectives of the civil service organization.

- (iv) teaching them the dangers of redundancy, absenteeism, unpatriotism etc.

Induction training consists of lectures, discussions or formal courses designed to equip the new members of the staff with the civil service mode of operation and the things that are expected from them to enhance the continuity and stability of the state.

IN-SERVICE TRAINING

Yahaya and Akinyele (1992) pointed out that in-service training,

Can be defined as a post entry training which employees undertake from time to time and from which they acquire knowledge designed to keep them abreast of developments in their field of activity. In-service training is always in process. It helps to equip employees for higher responsibilities or to diversify their skills. It is, like so many of the other personnel duties of the organization, a never-ending proceeding.

In-service training is very important for an organization to move forward especially in the civil service. Reacting to an oral interview questions Mr. P. N. Ogbodo, the permanent secretary, manpower development and welfare services in the office of Head of service, Ebonyi State said: Now talk about the

in-service training that we organize here, we approve study leave with pay, study leave without pay, work-and-study programme just to make sure that everybody is moving. And we have a policy whereby if you get appointment in Ebonyi State and after five years and you are not improving we stop promoting you. So, it is wonderful. We have training programmes that enhance performance... besides, we cover all the cadres. We do not just say it is for our senior or top civil servants.

Ebonyi State of Nigeria Civil Service Bond (EB/NOS/01) reads among other things that:

(1) By the rules and conditions governing the award of in-service training facilities by the Government of the Ebonyi State (which rules and conditions are attached to and form part of this Bond) a person awarded such training facilities is required to enter into bond duly to comply with the following directions:

- a. To complete the training for which training facilities are granted for a period of And to abide by the directions set out in the rules and conditions or other directions that may subsequently be given in connection with the training by the said Government:
- b. To return to Ebonyi State upon completion of the training at such time and by such route as the Government may appoint:
- c. On return to the Ebonyi State to serve continuously for a period of at least Years (unless dismissed on ground of misconduct or legally discharged) in the Public Service of the Ebonyi State if and wherever called upon to do so, in any capacity which in the opinion of the said Government his qualification or training has rendered him/her competent;
- d. To pay the sum stipulated on this Bond if the grant of training facilities is suspended or terminated by the said Government by reason only of his/her own default in any manner whatsoever.

- (2) The beneficiary has been granted in-service training facilities at
to undertake a course of training for a period of Months.

**RULES GOVERNING THE GRANT OF EBONYI STATE
IN-SERVICE TRAINING (EB/HOS/02)**

1. The Student shall:
 - (a) devote full time to following the course of instructions for which the in-service training is granted and must not be absent from studies without the express permission of Government;
 - (b) not change the approved course of instruction, undertake other works or engage in any occupation without the prior approval of Government;
 - (c) sit for prescribed examination or approved group of examinations and pass same within the specific time fixed by the Authorities of the Institution or by Government;
 - (d) reside in an approved college, hostel or lodging;
 - (e) satisfy the Government as to attendance, conduct and progress by reports from the Head of the Institution or otherwise;
 - (f) Not marry, after accepting the grant for the period of the in-service training without obtaining the permission of Government.
2. The in-service training may be terminated or suspended if the student fails to comply with any of the provisions above or if the student becomes unfit to complete the studies or is compelled to be absent from studies for more than six months due to ill health.

3. The cost of a return passage will be met if the In-service Training is terminated for reasons stated above provided that, if the student declines to travel at the earliest opportunity without reasonable excuse, the right to a free passage and payment of further allowances will be lost forthwith.
4. The student will be under the charge, direction and control of Government during the period of the In-Service Training.
5. Financial arrangements for the payment of the In-Service Training grants in the country where the course tenable will be made by Government.
6. The student will be required to pass a medical examination, which will include an X-ray of the chest, and may be required to submit to medical examinations during the tenure of the In-Service Training.
7. In the event of the student being admitted to a hospital, where free board, lodging and medical treatment are provided, the In-Service Training allowance will cease and a small pocket money allowance paid instead.
8. Financial assistance from Government funds will not be given to the wife, children or other dependants to accompany or join the student abroad.
9. The Authorities through which Government approval should be obtained for purposes of these rules are:
 - a. In Nigeria: The Permanent Secretary, Department of Public Service. Manpower Development and Social Welfare, Office of the Head of Service, Abakaliki.
 - b. In the United Kingdom: The High Commissioner of Nigeria; and

- c. In any other Country: The Nigerian Ambassador or High Commissioner as appropriate.

Source: Manpower Development & Training Unit, Head of Service Office, Ebonyi State.

IN-SERVICE TRAINING IN THE NATURE OF SHORT COURSES, SEMINARS, WORKSHOPS, AND CONFERENCES.

Ebonyi State civil service in corroboration with Ebonyi State government has been organizing series of shorts courses for the members of staff and the duration of the training programme is within the range of about three months. Some members of staff have actually been sent to training institutes such as Administrative Staff College of Nigeria (ASCON), Lagos and KURU Jos for studies. In fact, the Ebony State government and Ebonyi State civil service have been organizing series of training's, work-shops, seminars and conferences for the members of the state civil service. These are efforts to improve the quality of human resources in Ebonyi state civil service. In chapter four we discussed in greater details the state of human resources development in Ebonyi state civil service with appropriate information and data.

HIPACT TRAINING PROGRAMME

HiPACT Training Programme is very popular in Ebonyi State. Some reasonable number of civil servants have also benefited from this programme. According to the Executive Secretary Ebonyi State Scholarship board, Elder Mrs. Grace Anyim – Ude, HiPACT is just an organization that helped us to put in the students

in the universities – the British universities. The actual sponsors of the programme is the Ebonyi State Government not HiPACT because all fees and everything even expenses, transport, airfare, visa and all were sponsored by Ebonyi State Government. Hereunder are the number of candidates sent between 2001 – 2004 to study overseas on scholarship by Ebonyi State Government under the famous HiPACT programme (High Education PACT programme).

Table 3.1: Number of Candidates for Ebonyi State overseas scholarship, 2001–2004.

	MSc.	PhD	1st Degree	Country
2001/2002	20	4		United Kingdom
2002/2003	42	2		UK
2003/2004	40	1	2	UK
TOTAL	103	7	2	

Source: Ebonyi State Scholarship Board, Ministry of Education, Ebonyi State.

Elder Mrs. Anyim – Ude joyfully remarked, “yes, even in the civil service, those of them that were within the civil service before they went for the training have all come back to inject new blood into the system”. On his own part Mr. P. N. Ogbodo commenting on the HiPACT programme said: “This is a system whereby we send some of our sons and daughters that have their first degrees overseas to British Universities to acquire higher degrees and come back and serve us” Dr. John Out, the commissioner for information confirmed this when he said, “For us in Ebonyi State capacity building is our concern. It is important, we cannot do without it. And from time to time we send people on HiPACT programme on training”. Engr. (Sir) E. N. Uduma also disclosed, “The HiPACT

programme where youths of Ebonyi State go overseas to do their postgraduate studies for one year covers the workers. A number of workers have benefited from that programme to also improve their education and build their capacity". Comrade U. A. Kalu, the Chief Administrative Officer. Ministry of Finance, Ebonyi State, in his contribution remarked: One of the ways in which the government motivates its workforce is through this HiPACT programme whereby civil servants are sent overseas to be trained and improve on their knowledge so that when they come back they will be able to train and develop others.

WORK AND STUDY PROGRAMME

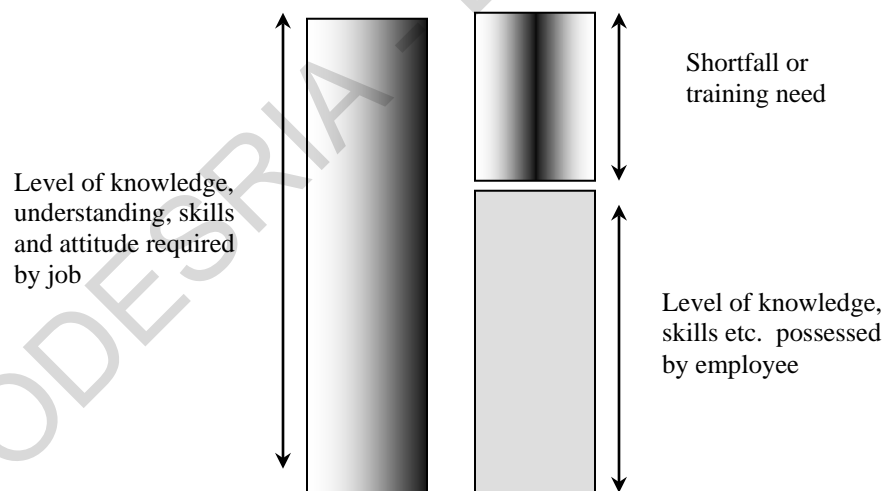
This is a study programme through which civil servants in Ebonyi state are availed of the opportunity to work as civil servants and also study on part time basis to improve their education. According to Engr. (Sir) E. N. Uduma "government has laid so much emphasis on the education of the citizenry including the workers. For the workers, government has introduced the work and study programme whereby workers of Ebonyi State, work, and on part time basis pursue their degree programmes in Ebonyi State University. That is to build up their capacity". Comrade U. A. Kalu strongly confirmed this when he disclosed: "It is not only HiPACT programme, the State government in order to improve the workforce, had to introduce WORK AND STUDY programme so that while one is working, one can also be studying to improve whatever thing one is doing".

3.2 IDENTIFICATION OF TRAINING NEEDS

Training of employers is valuable and vital in the life of any organization that wants to excel. According to Flippo (1980:181) “No one is a perfect fit at the time of hiring, and some training and education must take place”. This is why training and development needs of any organization should be properly diagnosed to make way for the organizations stability, increased productivity and general efficiency and competence on the part of the workers.

Cole (2004:352) disclosed: “A training need is any shortfall in terms of employee knowledge, understanding, skill and attitudes against what is required by the job, or the demand of organizational change”.

Fig. 3.1: Diagrammatical representation of a training need



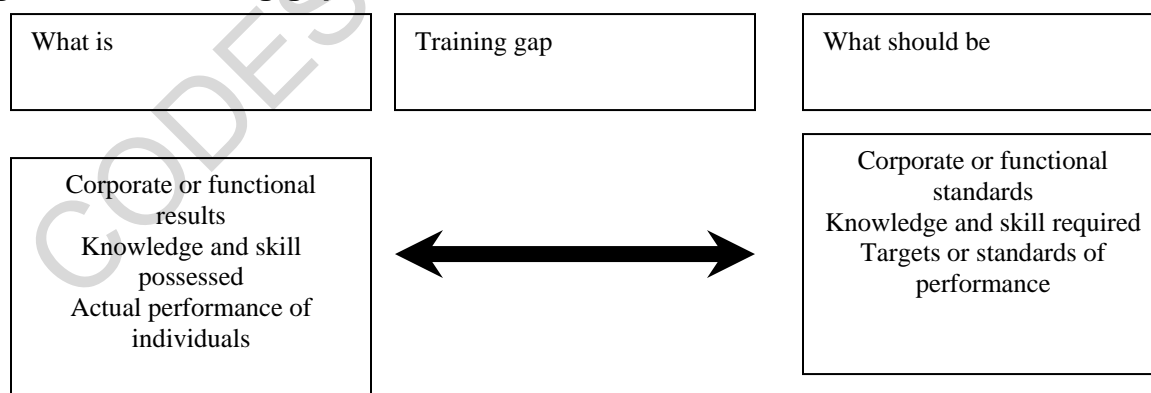
Source: Adopted from Cole (2004: 353)

According to the information we gathered from the manpower development and Training Unit in the office of the Head of service, Ebonyi State, the method they employ in ascertaining training needs of Ebonyi State civil service is calling for training needs from the Ministries. In each Ministry in Ebonyi State, there is a

personnel unit or department in-charge of training and development of workers. It is the responsibility of each ministry in Ebonyi State to identify the training needs of the Ministry by engaging in the necessary training needs analysis or assessments. In the words of Dibie (2004: 146) “Needs assessments are systematic efforts used to identify training and development necessities”.

On his own part Michael Armstrong (2003: 551) “Training needs analysis is partly concerned with defining the gap between what is happening and what should happen. This is what has to be filled by training i.e. the difference between what people know and can do and what they should know and be able to do. However, it is necessary to avoid falling into the trap of adopting the ‘deficiency model’ approach, which implies that training is only about putting things right that have gone wrong. Training is much more positive than that. It is, or should be more concerned with identifying and satisfying learning and development needs - multi-skilling, fitting people to take on extra responsibilities, increasing all-round competence and preparing people to take on higher levels of responsibility in the future”.

Fig. 3.2: The training gap



Source: Adopted from Armstrong (2003:551).

In training needs analysis or assessments Cole (2004:352 – 353) further disclosed, when training staff conduct a comprehensive training needs analysis in their organization, they will focus on four main sources for information:

- **Organization-level data** (example about the management structure, communication channels, products/service offered, personnel requirements).
- **Job-level data** (example about individual jobs/roles, and skill requirements).
- **Individual data** (example performance appraisal data, training records).
- **Competence standards** (that is occupational standards agreed nationally for different levels of responsibility).

3.3 STANDARD FOR TRAINEE SELECTION

Training has been defined by Bedeian (1987:361) as “the process of developing an individual’s skills, knowledge, and abilities so as to improve present and future performance”. With this in view, this is why there should be a good standard for making an objective and sincere selection of those to be trained in any organization and why they should receive such training. Training for what?

Nevertheless, there are well established standards guiding the selection of those who would undergo training in Ebonyi state civil service. According to the information from ‘Manpower development and training unit in the office of the Head of Service, Ebonyi State, there are very important factors that guide the selection of trainees. These factors include the need that the trainee:

- (a) Must be a confirmed officer in the service.
- (b) Must have the basic academic qualification.
- (c) Must have no disciplinary action pending against him.

- (d) Must not be indebted to the government.
- (e) Must undergo a course relevant to the ministry.
- (f) May be selected for a training programme on the basis of seniority.

ON HiPACT PROGRAMME SELECTION

Elder (Mrs.) Grace Anyim-Ude, the executive secretary, Ebonyi state scholarship board, when she was reacting to an oral interview on how they select people for the HiPACT programme revealed that some were selected on the basis of MERIT and some on the basis of Local Government Areas distribution (Local government spread). Confirming this information, one of the beneficiaries of HiPACT programme, Mr. Romanus Anwu, the chief Administrative Officer, Ministry of Agriculture and Food, disclosed: "I was selected purely on merit. There were advertisement for qualified candidates to apply. I applied and out of the number of people who applied I qualified to represent my local government, just like many others did".

The government of Ebonyi state of Nigeria Guideline for appointment, promotions and Discipline in the civil service, CSC/Document No. 1 of 2000, part II, 13.3 (b) says:

Selection process- in order to ensure that no local government area is placed on a disadvantaged position at the initial stage, short listed candidates for eventual employment may be drawn in equal number from each local government area. Where an aptitude or other type of written test is an additional requirement, the compilation of the result should be done on local government basis, or by senatorial/zonal basis. This is to enable the best candidates from each local government of each senatorial zone to be employed, provided, always that

each candidate has fulfilled the minimum qualification requirement.

We believe that the above is also the main source of authority for selecting the HiPACT candidates. Nevertheless, Onah (2003:145), remarked:

In a bureaucracy where merit forms only a part of the criteria for the recruitment and promotion of civil servants, the process of management trainee selection is bound to be affected by non-merit criteria. In Nigeria, this process has been affected by other criteria such as political/ethnic balancing and the geographical spread of training opportunities. This phenomenon runs contrary to the idea of training for efficient management in the sense that some officers thus selected for training may not know the job or cope with the demands of the administrative training programmes.

3.4 TRAINING AND DEVELOPMENT CENTRES

Inevitably, good training and development centres promote efficiency and good performance of public administration in any country or organization. Keep (1998) says:

One of the primary objectives of Human Resources Management is the creation of conditions whereby the latent potentials of employees will be realized and their commitment to the causes of the organization secured. This latent potential is taken to include, not merely the capacity to acquire and utilize new skills and knowledge, but also a hitherto untapped wealth of ideas about how the organization's operations might be better ordered.

In fact, according to the facts we obtained from the manpower and training unit in the office of the Head of service, Ebonyi state, there are a number of Training and Development Centres being utilized by Ebonyi state civil service in

training and development of its workforce. These training and development centres include:

- (1) Higher institutions of learning such as Universities, Polytechnics and Colleges of Education.

Below are the degrees offered by public Administration and Political Science Departments in Nigerian Universities. This is by courtesy of Dibia (2004:136 – 137).

Table 3.2: Degree Offered by Public Administration Department in Nigerian Universities.

Universities	Ph.D. in PA	MPA	DPA	B.A.	Dip.	Cert
Ahmadu Bello University, Zaria	X	X	X	X	X	X
Obafemi Awolowo University, Ife	X	X	X	X	X	X
University of Abuja	X	X	-	X	-	-
University of Benin	X	X	X	X	X	X
University of Calabar	-	X	-	Pol	X	-
Enugu State University, Enugu		X	-	Pol	-	-
University of Maiduguri	X	X	-	Pol	-	-
University of Nigeria, Nsukka	X	X	X	X	X	-
Nnamdi Azikiwe University, Akwa	X	X	X	-	-	-
University of Port-Harcourt	X	X	X	-	-	-
University of Uyo	-	X	X	-	-	-

11: X = Offer PA Program; - = Do not offer program

Source: Interview and Notes from Field Research in Nigeria 2002

Table 3.3: Degree Offered by Public Administration Department in Nigeria Universities

Universities	Ph.D. in PS	MA	DPA	B.A.	Dip. In PA	Cert
Ahmadu Bello University, Zaria	X	X	X	X	X	-
Obafemi Awolowo University, Ife	X	X	X	X	X	-
University of Abuja	-	X	-	X	-	-
University of Benin	X	X	X	X	X	-
University of Calabar	-	X	-	X	X	-
Enugu State University, Enugu		X	-	X	-	-
Bagauda University, Kano	-	-	X	X	-	
Abia State University, Uturu	PA	X	X	X	-	-
Bayero University, Kano	X	-	X	X	-	-
Delta State University, Abraka	-	-	X	X	-	-
Edo State University, Ekpoma	-	-	X	X	-	-
University of Ibadan	X/PA	-	X	X	-	-
University of Ilorin	-	-	X	X	-	-
Imo State University, Owerri	-	-	X	X	-	-
University of Lagos	X	X	X	X	-	-
University of Jos	-	-	X	X	-	-
Lagos State University, Lagos	-	X	-	X	-	-
Ogun State University	-	-	X	X	-	-
Ondo State University, Ado Ekiti	-	-	X	X	-	-
Usman Danfodio University, Sokoto	X	-	X	X	-	-
University of Nigeria, Nsukka	X	X	X	X	X	-

21: X = Offer PA Program;- = Do not offer program

Source: Interview and Notes from Field Research in Nigeria 2002

It is also reasonable to remind us that recently (2004) the diploma programme of the University of Nigeria, Nsukka, has been scrapped off.

(2) The staff development centres such as:

- Federal training centres (FTC).
- State development centres (SDC).

(3) ASCON (The Administrative Staff College of Nigeria). This is a centre designed for the training and development of top members of the workforce in the service.

(4) Government Trade Centre Abakaliki (G. T. C. A). This is mainly for drivers in the service.

(5) Women development centre, Abakaliki, Nigeria.

(6) Industrial Training Fund, Enugu. Etc.

We also discovered in the course of our research that a lot of staff training and development have been organized in PEOPLES CLUB HALL ABAKALIKI for different cadres or categories of the workforce.

More so, in our interview with Engr. (Sir) E. N. Uduma, the permanent secretary, Ministry Of Public Utilities, Ebonyi State, he reiterated, “as a deliberate policy, the government has, within its resources been organizing training and workshops for the various cadres of the workforce. The permanent secretaries have had two workshops organized for them here in Abakaliki by ASCON. The political office holders had been to ASCON to also hold their own workshop. The head of service has been organizing further workshops for other cadres of the workforce”. In his own revelation, Professor Ozo Nweke Ozo, the secretary to the state government disclosed, “Apart from workshops organized by such bodies as ASCON, some staff have been sent to Kuru Jos for studies”. So, there

are centres where Ebonyi State civil servants are being trained and developed for efficiency and effectiveness.

3.5 Chapter Summary

- (1) There are staff development programmes in Ebonyi State civil service such as:
 - (a) Induction training programmes
 - (b) In-service training programmes
 - (c) Work and study programmes
 - (d) HiPACT training programmes. Etc.
- (2) The higher civil servants in Ebonyi State civil service carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained.
- (3) There are factors that guide the selection of trainees in Ebonyi State civil service. These include that the trainee must be a confirmed officer with basic academic qualification without any disciplinary action pending against him and no indebtedness to the government. He must undergo a course relevant to the ministry and may be selected on the basis of seniority.
- (4) The selection of candidates for HiPACT programme is carried out (a) on the basis of MERIT and (b) on the basis of local government area distribution.

- (6) There are staff development and training centres for Ebonyi State civil servants such as: the universities, polytechnics, ASCON (the administrative staff college of Nigeria), the federal training centres, etc.

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INTERVIEWS

Mr. P. N. Ogbodo, the permanent secretary, manpower development and welfare service in the office of the Head of service, Ebonyi state, Nigeria. An interview held in 2005.

Engr. (Sir) E. N. Uduma, the permanent ministry of public utilities, Ebonyi state, Nigeria. Interview held in 2004.

Professor Ozo Nweke Ozo, the Secretary to the state Government, (SSG), Responded to our question in 2005.

Dr. John Otu, The Commissioner for information Ebonyi State, Nigeria. Interview held in 2005.

Elder (Mrs.) Grace Anyim-Ude, the Executive Secretary Ebonyi State Scholarship board, Ministry of Education, Ebonyi State, Nigeria. Interview held in 2005.

Mr. Romanus Anwu, the chief Administrative Officer, Ministry of Agriculture and Food, Ebonyi State, Nigeria. An Interview held in 2005.

Comrade U. A. Kalu, the Chief Administrative Officer, Ministry of Finance, Ebonyi State, Nigeria. An Interview held in January 2005.

CHAPTER FOUR

THE STATE OF HUMAN RESOURCES DEVELOPMENT IN EBONYI STATE CIVIL SERVICE

This chapter examines the state of human resources development in Ebonyi State Civil Service. We shall in the process of analysis of relevant data test the following hypothesis:

1. The Civil servants in Ebonyi State are availed of the opportunity for staff development.
2. The higher Civil servants in Ebonyi State civil service show positive attitude and disposition towards staff development.

As we have already noticed, civil servants occupy a very important position in carrying out government business. And because of this in Nigerian context, civil servants are expected to be neutral in their service to the nation, that is, they should be apolitical and non-partisan in rendering service to the government of the day. More so, civil servants should endeavour to be impartial and serve the government of the day with all sincerity and honesty without being biased or showing favouritism. They should, therefore, take the posture of anonymity and do their work diligently and obediently in order to ensure the continuity and stability of the state.

In the words of Otobo (2005:293), "The civil service has been a major force for continuity and stability in the country, guiding and counselling various governments that have come to power and facilitating the transition from one regime to another".

This is exactly why every effort should be made as much as it lies on the government and all those concerned to ensure proper training and development of civil servants to enhance their work efficiency, competence and productivity. According to Adamolekun (Ed) (2005:99), "Staff development refers to both the training and the education of an organization's staff as well as the overall career development of each staff member. Training is generally concerned with the acquisition of skills, and education seeks to develop general ability". On his own part, Agalamanyi (2002:50) disclosed that:

Appropriate and regular training equips the staff with organizational values, goals and norms, imparts new skill, technical knowledge of one's job, increases problem-solving capability, and hence raises the level of worker's performance. Above all, training keeps the staff abreast of the demands of a fast changing society.

In this chapter, we shall carefully consider the FACTORS which affect human resources development and training in Ebonyi State civil service having known the importance and the necessity of developing an organization's human resources. We shall test OUR HYPOTHESES with the results we got from our questionnaire using appropriate statistical tools to draw our conclusions. We shall also use our interviews held with some important government officials in Ebonyi State. Other relevant information and data we have gathered will also be useful in testing of the hypotheses.

4.1 Training Consciousness and the Opportunity for Staff Development

Hypothesis 1:

The civil servants in Ebonyi State are availed of the opportunity for staff development.

Table 4.1: Likert Measuring Scale on opportunities for staff development.

Hypotheses 1 Treated by Question 7

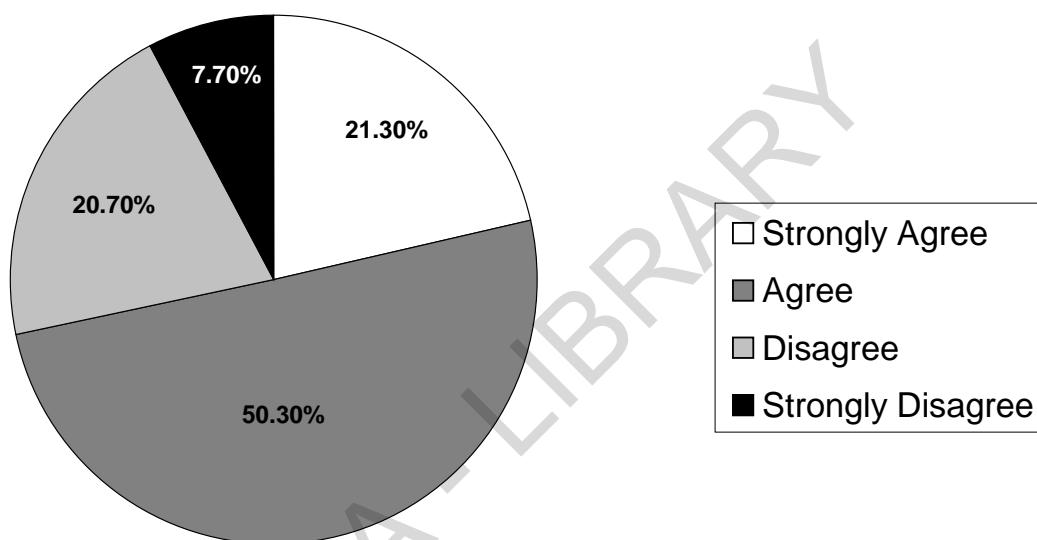
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Category	4	3	2	1	
Frequency	36	85	35	13	169
Category X Frequency	144	255	70	13	482

$$\text{MEAN} = 482/169 = 2.852071$$

Hypothesis 1 is treated by question 7 in the questionnaire we used for this work. Observing the response data on question 7 above, one can easily notice from the frequency distribution that the response option 'Agree' has the highest total response of 85. Judging by this particular result, one can conclude that civil servants in Ebonyi State are availed of the opportunity for staff development. However, the value of 85 is just the highest total response for question 7, and judgement based on this does not take into consideration relationships existing among all the other responses. Hence, we need a single statistical data that can take the effect of the score and weight of other response options into consideration. And this is the MEAN RESPONSE. Following from this, the weighted total of 482 gives the mean response calculated for question 7 as approximately 3. By our scale, this falls into the 'Agree' category. The

conclusion of this result remains the same as above. The result therefore, validates hypothesis 1 that: The civil servants in Ebonyi State are availed of the opportunity for staff development.

Fig. 4.1: Pie Chart on opportunities for staff development.



The above pie chart has been provided for this analysis, to see at a glance the scores of the response options.

Furthermore, we also applied simple percentage frequency to elucidate the analysis on hypothesis 1 treated by question 7 following our questionnaire.

Table 4.2: Simple Percentage Frequency TEST (III)

Questionnaire Findings

Percentage Frequency		
Strongly Agree	21.3%	
Agree	50.3%	
Total	71.6%	Agreement
Disagree	20.7%	
Strongly Disagree	7.7%	
Total	28.4%	Disagreement

Looking at the simple frequency table above, we see that the response option 'Strongly Agree' has 21.3% while the response option 'Agree' has 50.3%. When we add the two response options 'Strongly Agree' and 'Agree' we have the higher proportion of 71.6% Agreement.

The response option 'Disagree' has 20.7% while the response option 'Strongly Disagree' has 7.7%. The two response options

- 'Disagree' and 'Strongly Disagree'

- Put together give

the lower proportion of 28.4% disagreement. This actually means that the higher proportion of 71.6% Agreement shows that the civil servants in Ebonyi State are availed of the opportunity for staff development.

According to the data we got from the manpower development and training unit in the office of the Head of service Ebonyi state, on the 8th to 13th November, 1999, 1000 junior officers from grade level 02-06 were trained on basic administrative duties, code of conduct and discipline. In 2000, 77 Chief Motor Drivers mechanics underwent six (6) month mandatory conversion course which is a prerequisite for their conversion to higher works superintendent (mechanical) cadre. In 2002, 35 drivers underwent the same mandatory conversion course. In 2004, 100 drivers underwent the same mandatory conversion course also. In 2001, ten (10) civil servants were trained as reporters, confidential secretaries and typists at Federal Training Centre. In 2003, three (3) civil servants underwent Masters Degree programmes. They were granted study leave with pay under in-service training programme.

According to the information we got from the manpower development and training unit in the office of the head of service Ebonyi State, there had been series of seminars, workshops and conferences organized for civil servants in Ebonyi State. According to information we gathered, in 2001, a 3-day workshop was organized for all drivers in the public service of Ebonyi State and they were trained on the ethics of safe driving on our roads by the Federal Road Safety Corps. And in November, 2001, a 3-day workshop was also organized for 514 officers at grade level 07 – 10 on work ethics and productivity improvement. Also in 2001, about 100 participants attended a workshop on the Administration of the new Annual Performance Evaluation Report (APER). This was organized for Heads of departments in the Ministries and non-ministerial departments like Governor's office, office of the Secretary to the state government, civil service commission, state audit department, Local government audit and the office of the head of service. Again, in August 2004, an improvement workshop was organized for clerical and allied officers on grade level 02 to 05. And in the same 2004, Management Appreciation Workshop was organized for officers on salary grade levels 12 to 16.

And in order to confirm this information, we interviewed some well-meaning Ebonyians. Reacting to an oral interview question, Engr. (Sir) E. N. Uduma, the Permanent Secretary, Ministry of Public Utilities, Ebonyi State said: "As a deliberate policy, the government has, within its resources been organizing trainings and workshops for the various cadres of the work-force. The Permanent secretaries have had two workshops organized for them here in

Abakaliki by ASCON. The political office holders had been to ASCON to also hold their own workshops. The head of service has been organizing further workshops for other cadres of the workforce". In his own contribution, Mr. P. N. Ogbodo, the Permanent Secretary Manpower development and Welfare Services in the office of the Head of Service, revealed; "We have workshops, seminars and other organizations for even the junior staff. For instance, we just concluded a workshop for grade levels 02 to 05 staff to enable them to improve their work efficiency. Now we have been organizing computer training programmes because we want all our civil servants to be computer literate". And in his response to our question on the 23rd June, 2005, the Secretary to the State Government, Professor Ozo Nweke Ozo disclosed that "several professional and leadership workshops and seminars have been held in the state for all categories of the workforce. Apart from workshops organized by such bodies as ASCON, some staff have been sent to KURU Jos for studies". On his own part the erudite scholar and the commissioner for information Ebonyi State Dr. John Out remarked: "This year (2004) alone I know that the office of the head of service has organized workshops. Last year (2003) that office also organized a workshop. The office of the wife of the Governor also organized workshops from time to time. This year (2004) alone I know that many Ministries have organized workshops on the area of HIV/AIDS and UNICEF programmes in the state"

In reaction to our oral interview, Mr. F. O. Alu, the chief Administrative officer, civil service commission, Ebonyi state, remarked: "I will say in summary that human resource development in Ebonyi state is full of activities. The state

has taken very commendable steps in the area of manpower development". On his own part, Comrade U. A. Kalu, the Chief Administrative Officer, Ministry of finance, Ebonyi state revealed: "Generally, in terms of human development, the Governor has done very, very well. Formally we inherited mostly junior workers from Abia and Enugu states but now if you go to various ministries we have Directors, Deputy Directors, and permanent secretaries. This is as a result of the training they received and they have been promoted to higher levels". So the civil servants in Ebonyi state are availed of the opportunity for staff development. The result of our questionnaire analysis said it and our interview reports confirmed it.

However, we examined the in-house trainings and development that are being conducted by each Ministry in Ebonyi state. We carried out our investigation in three (3) Ministries namely, Ministry of Education, Ministry of Agriculture and Food, and Ministry of Rural Development.

In-House Training in the Ministry of Education, 1996 to 2004.

On the 24th to 29th January, 2000, the Electronic Data Management Company organized a computer training workshop for secondary school teachers selected from all the zones in Ebonyi state. (This is the first batch) Again, on the 31st January to 15th February, 2000, computer training for principals of secondary schools in Ebonyi state and Education secretaries was organized. It was handled by EDM Associates. (This is the second batch). So, this is the only in-house training conducted in the Ministry of Education since the inception of the state.

In-House Training in the Ministry of Agric and Food, Ebonyi State, 1996 – 2004.

In 2001 alone 7 people from this ministry (Agric and Food) attended different seminars and workshops in different parts of the country for different purposes in the interest of the Ministry. Other years recorded nil in terms of peculiar or in-house training by the Ministry. In our interview with the chief Administrative officer, Ministry of Agriculture and Food, Mr. Romanus Anwu (a beneficiary of HIPACT programme) commented thus:

In-service training in terms of seminars are very few provided in the state Ministry of Agric. Conferences, seminars, and workshops are very limited to staff as shown by the records since the creation of Ebonyi state. More attention should be paid to staff development in the ministries. And the available workforce should be adequately developed and utilized for effective performance in the civil/public service.

In-House Training in the Ministry of Rural Development, Ebonyi State, 1996 – 2004.

According to skill development and Training Department of the Ministry of Rural Development, the Ministry usually conducts induction training for newly employed staff and also skill acquisition training. In October to November 2003, the Ministry organized seminars for town union leaders. And before this, on 28th July, 2002, the Ministry organized a seminar for community leaders. These seminars were not organized for civil servants but for town union leaders and community leaders.

Training awareness and consciousness is very important for an organization to attain and maintain certain appreciable level of efficiency and effectiveness. This is why Armstrong (2003:57) disclosed, "investments by employers in training an developing people are a means of attracting and retaining human capital as well as getting better returns from those investments" however we shall comment more on the in-house training by Ebonyi state ministries during our discussion and our analysis of findings.

4.2 The Attitude and Disposition of the Higher Civil Servants Towards Staff Development Hypothesis 2:

The higher civil servants in Ebonyi state civil service show positive attitude and disposition towards staff development.

Table 4.3: Likert Measuring Scale on the attitude of the higher civil servants towards staff development.

Hypothesis 2 Treated by Question 17

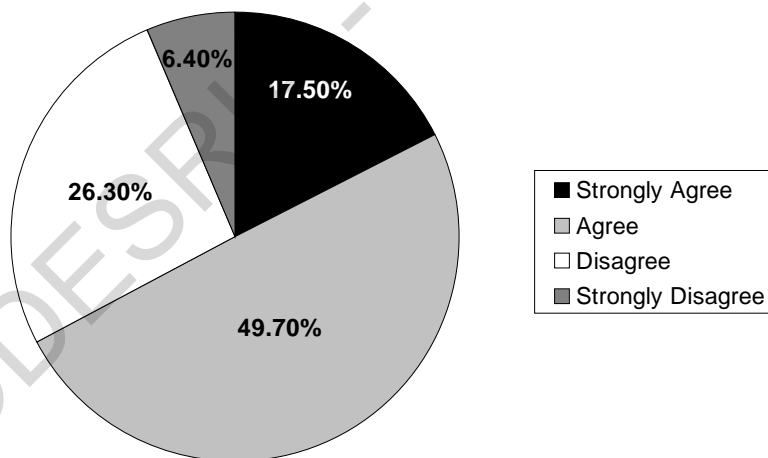
	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Category	4	3	2	1	
Frequency	30	85	45	11	171
Category X Frequency	120	255	90	11	476

$$\text{MEAN} = 476/171 = 2.7836257$$

The hypothesis 2 is treated by question 17 as contained in our questionnaire. Following the response data on question 17 above, we immediately notice from the frequency distribution that the response option 'Agree' has the highest total response of 85. With this one can conclude at once that the higher civil servants in Ebonyi State civil service show positive attitude and disposition towards staff development. However, the value of 85 is just the

highest response for question 17 and if we base our judgement on this we shall not take into cognisance relationships existing among all the other responses. Therefore, we need a single statistic that can take the effect of the score and weight of other response options into consideration. This is, in fact, the MEAN RESPONSE. So, the weighted total of 476 gives the mean response carefully calculated for question 17 as approximately 3. By our scale this falls into the 'Agree' category, and this is the conclusion. This, of course, remains the same as above. Also, a pie chart has been provided for this analysis for us to see at a glance the scores of the response options.

Fig.4.2: Pie Chart on the attitude of the higher civil servants towards staff development.



More so, for more clarity we also use simple percentage frequency table for this analysis.

Table 4.4: Simple Percentage Frequency TEST on the higher civil servants attitude to staff development.

Questionnaire Findings

Percentage Frequency		
Strongly Agree	17.5%	
Agree	49.7%	
Total	67.2%	Agreement
Disagree	26.3%	
Strongly Disagree	6.4%	
Total	32.7%	Disagreement

Now, observing the simple percentage frequency table on question 17 above, we notice that the response option 'Strongly Agree' has 17.5% while the response option 'Agree' has 49.7%. The addition of the two response options, 'Strongly Agree' and 'Agree', give the higher proportion of 67.2% AGREEMENT. We also notice from the table that the response options 'Disagree' has 26.3% while 'Strongly Disagree' has 6.4% and adding up the two response options 'Disagree' and 'Strongly Disagree' we get the lower proportion of 32.7% DISAGREEMENT. The interpretation is that 67.2% AGREEMENT shows that the higher civil servants in Ebonyi state show positive attitude and disposition towards staff development. This result in fact, agrees with the MEAN RESPONSE conclusion, which falls into the 'AGREE' Category.

So, in order to properly evaluate and analyse how serious the ministries in Ebonyi state carry out this noble responsibility of training needs analysis or assessments, item 19, in our questionnaire days:

19. The higher civil servants in the state (Ebonyi state) carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained. This is with the options of (a) Strongly agree (b) Agree (c) Disagree (d) Strongly disagree.

Table 4.5: Likert measuring scale on the higher civil servants appraisal efforts

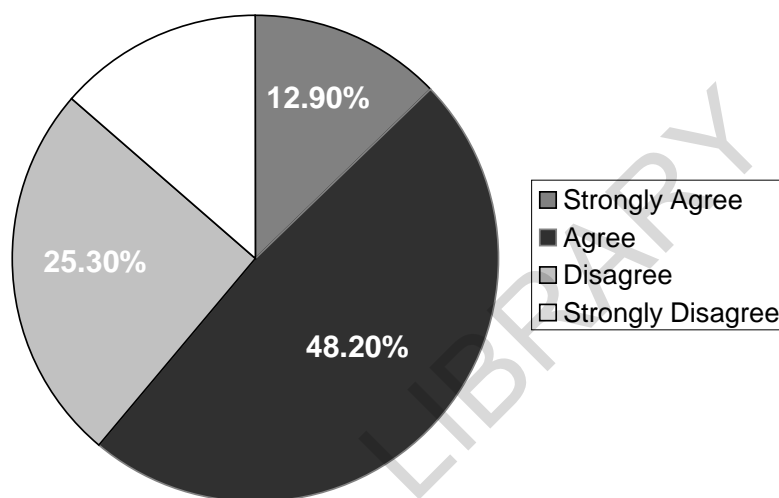
	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
CATEGORY	4	3	2	1	
FREQUENCY	22	82	43	23	170
CATEGORY X FREQUENCY	88	246	86	23	443

$$\text{MEAN} = 443/170 = 2.6058824$$

Now, observing the response data on question 19 of our questionnaire, one can easily see from the frequency distribution that the response option 'Agree' has the highest total response of 82. Judging by this, one can conclude that the higher civil servants in the state carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained. However, the value of 82 is just total response for the option 'Agree', and judgment based on this does not take into consideration relationships among all the other responses. Hence, we need a single statistics that can take the effect of the score and weight of other response options into consideration. And this is the Mean Response. The weighted total response of 443 gives the mean response calculated for question 19 as approximately 3. By

our scale this falls into the 'Agree' category and therefore, the conclusion, with this result, remains the same as above. We have also provided a pie chart for this analysis to see at a glance the percentages of the response options.

Fig.4.3: Pie Chart on the higher civil servants appraisal efforts.



More so, we shall use simple percentage frequency to explain further this analysis.

Table 4.6: Simple Percentage Frequency Test on the higher civil servants appraisal efforts.

Questionnaire Findings

PERCENTAGE FREQUENCY		
Strongly Agree	12.9%	
Agree	48.2%	
Total	61.1%	AGREEMENT
Disagree	25.3%	
Strongly Disagree	13.5%	
Total	38.8%	DISAGREEMENT

From the above table, the response option 'Strongly Agree' has 12.9% and the response option 'Agree' has the highest response of 48.2% and the two response options ('Strongly Agree' and 'Agree') give the higher proportion of 61.1% AGREEMENT. And the response option 'Disagree' has 25.3% while that of 'Strongly Disagree' takes 13.5% and the two response options ('Disagree' and 'Strongly Disagree' give the lower proportion of 38.8% DISAGREEMENT. Therefore, the higher total response of 61.1% AGREEMENT shows that the higher civil servants in Ebonyi state carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained.

ANALYSIS OF FINDINGS

Hypothesis 1 and 2:

1. The civil servants in Ebonyi state are availed of the opportunity for staff development.
2. The higher civil servants in Ebonyi state civil service show positive attitude and disposition towards staff development.

Our study revealed that the civil servants in Ebonyi state are availed of the opportunity for staff development. We also discovered that the office of Head of Service which is in-charge of GENERAL TRAINING AND DEVELOPMENT OF STAFF in Ebonyi state has performed well to an extent but the problem really lies with the in-house training or peculiar training being handled by different ministries in Ebonyi state. From what we have seen their performance is poor and

unimpressive and therefore needs urgent improvement. This is because in-house training will help to motivate and encourage staff especially the junior ones and improve on their knowledge and skills which will in turn enhance efficiency and productivity. Commenting on the in-house training and development programmes in Ebonyi state, the chief Administrative officer in the ministry of Agric. and Food Mr. Romanus Anwu remarked:

In-service training in terms of seminars are very few provided in the state ministry of Agric. Conferences, seminars, workshops are very limited to staff as shown by the records since the creation of Ebonyi state. More attention should be paid to staff development. And available work force should be adequately developed and utilized for effective performance in the civil/public service.

We believe that inadequate in-house training of staff in Ebonyi state might be as a result of

- (1) Money constraint
- (2) Lack of training consciousness and awareness.
- (3) Conservatism and
- (4) Ignorance

According to Dr. Fab O. Onah (2003:125)

Despite the fact that job training should be one of organization's responsibilities, there are many organizations which seem to do their best to avoid it. This they do either out of ignorance and or lack of appreciation of its importance. Some avoid it because of economic considerations.

But in the case of Ebonyi state, it has been revealed from our study that the higher civil servants in Ebonyi state civil service show positive attitude and

disposition towards staff development. In order to prove this beyond all doubt, we also analysed the responses we got on question 21.

Question 21:

The higher civil servants are not always willing to Release civil servants for training and development. (a) Strongly Agree (b) Agree (c) Disagree (d) Strongly Disagree

Table 4.7: Likert measuring Scale on the willingness of higher civil servants to release staff for training.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Category	4	3	2	1	
Frequency	24	41	86	19	170
Category X Frequency	136	123	172	19	450

$$\text{MEAN} = 450/170 = 2.6470588$$

When we quickly took at the response data on question 21, we can easily notice from the frequency distribution that the response option 'Disagree' has the highest total response of 86. Judging by this one can conclude that the higher civil servants are willing to release civil servants for training and development. However, the value of 86 is just the total response, and judgment based on this does not take into consideration relationship existing among all the other responses. Hence, we need a single statistic that can take the effect of the score and weight of other response options into consideration. This is the MEAN RESPONSE. The weighted total of 450 gives the mean response calculated for question 21 as approximately 3. By our scale this fall into the 'Disagree' category

and this conclusion remains the same as above. And below is the simple percentage table agreeing with the mean response conclusion.

Table 4.8: Simple Percentage Frequency TEST on the willingness off higher civil servants to release staff for training.

Questionnaire Findings

Percentage Frequency		
Strongly Agree	14.1%	
Agree	24.1%	
Total	38.2%	Agreement
Disagree	50.6%	
Strongly Disagree	11.2%	
Total	61.8%	Disagreement

So, there is 61.8% disagreement showing that the higher civil servants in Ebonyi state are not always willing to release civil servants for training and development.

Therefore, from the above analysis, we conclude that most Ebonyi state higher civil servants are not conservative and are to an extent staff development conscious. Consequently, the inadequate in-house training and development of staff might be attributed finally to (a) Money constraints and (b) Ignorance. The analyst may include ignorance because some of the appointed permanent secretaries who may probably have refused to learn and be equipped with the knowledge of public administration might not appreciate the importance of staff training and development which will expose workers to job ethics, better working relationship, loyalty to authority and enhancement of efficiency and accuracy in the service. Concerning the appointed permanent secretaries, Mr. P. N. Ogbodo,

the permanent secretary in-charge of manpower development and welfare services in the office of the Head of service Ebonyi state clearly advised:

What happens is that learning is the root of all things. If you are rational, the moment you step into the shoes of the permanent secretary you have to prepare yourself, start doing the work, start learning it and the government gives you the opportunity of doing that by exposing you to a lot of seminars, workshops that will enhance your performance for the job. So, you start learning it and if you are careful, within very a few months you become rational and the learning continues. So nobody is perfect... I think learning is one thing I constantly appreciate and must continue doing and that is how to achieve success in the civil service.

The Federal Republic of Nigeria civil service Handbook states: "The level of efficiency can be improved upon. Training-consciousness will help in this regard. No grade or group of officers should consider itself so good as to dispense with further training. As a matter of policy, advantage should be taken of induction, refresher and training courses.

All in all, it has finally been revealed that higher civil servant in Ebonyi state civil service show positive disposition towards staff development. They carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained. They are always willing to release civil servants for training and development but our study also revealed that they (the higher civil servants) show FAVORITISM in the selection of those to be trained.

However, we investigated this matter further and eventually discovered another important factor in the selection of those to be trained in Ebonyi state

civil service which should also be considered carefully. Item 20, in the questionnaire we used for this research project says:

20. They (the higher civil servants) show FAVOURITISM in the selection of those to be trained. This goes with the response options of (a) Strongly agree (b) Agree (c) Disagree (d) Strongly disagree.

Table 4.9: Likert measuring scale on favouritism in the selection of trainees

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
CATEGORY	4	3	2	1	
FREQUENCY	34	63	62	8	167
CATEGORY X FREQUENCY	136	189	124	8	457

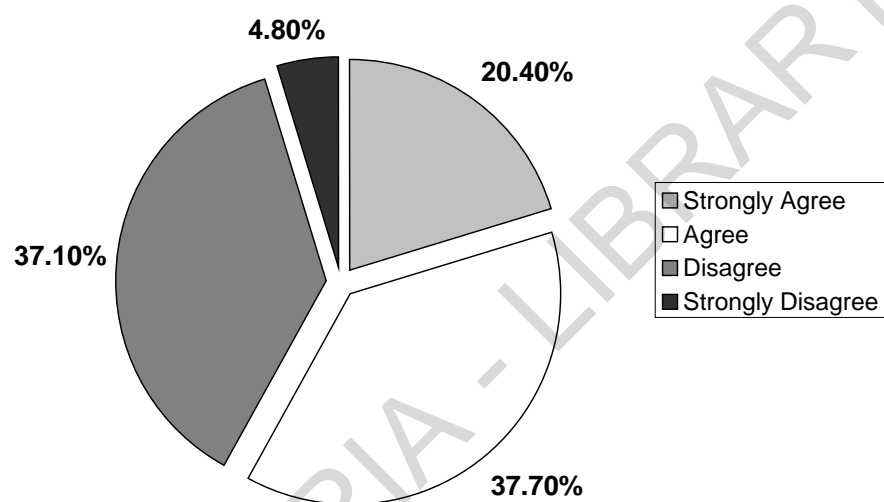
$$\text{MEAN} = 457/167 = 2.7365269$$

When we closely look at the response data on question 20 above, one can easily observe from the frequency distribution that the response option 'Agree' has the highest total response of 63. Judging by this, one can immediately conclude that the higher civil servants in Ebonyi state civil service show FAVORITISM in the selection of trainees. However, the value of 63 is just the highest total response, and judgment based on this does not take into consideration relationships existing among all the other responses. With this in mind, we need a single statistic that can take the effect of the score and weight of other response options into cognizance. And this is the MEAN RESPONSE.

The weighted total of 457 gives the mean response calculated for question 20, as approximately 3. Again, following our scale, this falls into the 'Agree' category, and the conclusion, with this result remains the same as in the above. This,

therefore, this confirms the result that the higher civil servants in Ebonyi state civil service show FAVOURITISM in the selection of those to be trained. A pie chart has been provided for this analysis to show pictorially the percentages of the response options.

Fig.4.4: Chart on the favouritism in the selection of trainee.



For simplicity purposes, we also employ simple percentage frequency for more explanation of this analysis.

Table 4.10: Simple Percentage Frequency TEST on favouritism in the selection of trainees.

Questionnaire Findings

PERCENTAGE FREQUENCY		
Strongly Agree	20.4%	
Agree	37.7%	
Total	58.1%	AGREEMENT
Disagree	37.1%	
Strongly Disagree	4.8%	
Total	41.9%	DISAGREEMENT

When we look at the simple percentage frequency table above, we notice that the response option 'Strongly Agree' has 20.4% and the response option 'Agree' has the highest response of 37.7%. The addition of the two response options – 'Strongly Agree' and 'Agree' – gives us the higher proportion of 58.1% AGREEMENT.

The response option 'Disagree' has 37.1% while the response option 'Strongly Disagree' has 4.8%. The two response options- 'Disagree' and 'Strongly Disagree' – have the lower proportion of 41.9% DISAGREEMENT. This means that the higher total response of 58.1% AGREEMENT clearly indicates that the higher civil servants in Ebonyi state civil service show FAVOURITISM in the selection of those to be trained.

4.6 CHAPTER SUMMARY

Table 4.11: The Results of Hypothesis 1 and 2 Summarised

Hypothesis (number)	Question Number	Total Response	Total Weighted Response	Mean Response	Response Option Containing the Mean Response (i.e. Conclusion)	Graphs Provided
1.	7	169	482	3	Agree	Pie chart
2.	17	171	476	3	Agree	Pie chart

1. The civil servants in Ebonyi state are availed of the opportunity for staff development. This is confirmed in our analysis by the MEAN RESPONSE that falls into the 'AGREE' category and the simple percentage frequency of 71.6% AGREEMENT which authenticated the assumption as true.
2. The higher civil servants in Ebonyi state civil service show positive attitude and disposition towards staff development. This proposition is proved right in our analysis by the MEAN RESPONSE that fall into the AGREE category and also the 67.2% AGREEMENT in support of the assertion.
3. The higher civil servants in Ebonyi state civil service show FAVOURITISM in the selection of those to be trained. This is confirmed in our analysis by MEAN RESPONSE, which falls into the 'AGREE' category authenticating this assertion and also the 58.1% AGREEMENT in support of it.

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CHAPTER FIVE

FACTORS THAT AFFECT HUMAN RESOURCES DEVELOPMENT IN EBONYI STATE CIVIL SERVICE

This chapter identifies and discusses the factors affecting human resources development in Ebonyi State Civil Service. We shall in the light of analysis of relevant data test the following hypothesis:

- (1) Money constraints affect staff development in Ebonyi State civil service.
- (2) Political leadership in Ebonyi State encourages staff development in the civil service.
- (3) Unhealthy political interference and control of the state's civil service hinders human resources development.

5.1 MONEY CONSTRAINTS AND STAFF DEVELOPMENT IN EBONYI STATE CIVIL SERVICE

Hypothesis 3:

Money constraints affects staff development in Ebonyi state civil service.

This hypothesis 3 is treated by question 24 and 26 in our questionnaire. We shall use the simple percentage frequency to examine and analyse the responses in order to reject or accept the hypothesis by way of proving its veracity and validity.

Question 24, Money constraint affect staff development in Ebonyi state civil service. This is with the response options of (a) strongly Agree (b) Agree (c) Disagree (d) Strongly Disagree

Table 5.1: Simple Percentage Frequency TEST on money constraints (1).

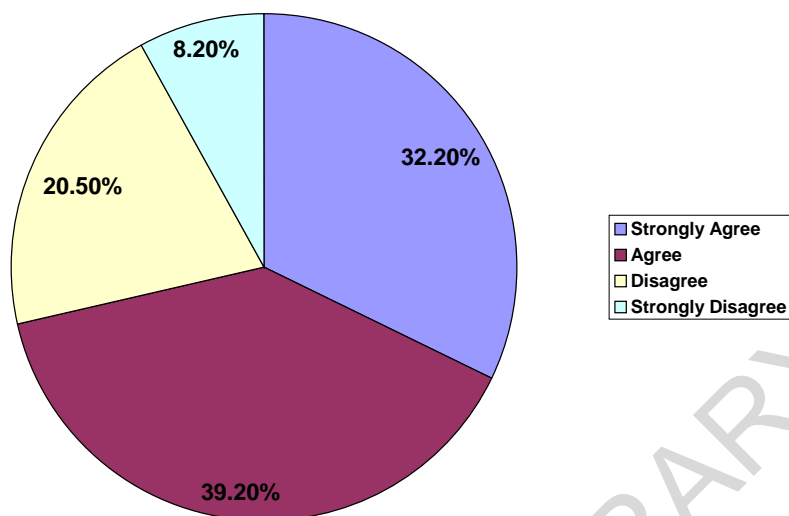
Questionnaire Findings

Percentage Frequency		
Strongly Agree	32.2%	
Agree	39.2%	
Total	71.4%	Agreement
Disagree	20.5%	
Strongly Disagree	8.2%	
Total	28.7%	Disagreement

From the above table, we can see that the response option 'Strongly Agree' has 32.2% while the response option 'Agree' has 39.2% and when we add up the two response options – 'Strongly Agree' and 'Agree' – we have a higher proportion of 71.4% AGREEMENT.

Again, the response option 'Disagree' has 20.5% while the response option 'Strongly Disagree' has 8.2%. The two will give you the lower proportion of 28.7% DISAGREEMENT.

The 71.4% response agreement means that money constraints affects staff development in Ebonyi state civil service. The veracity and the validity of the proposition or the presupposition has been established. A pie chart has also been provided, to see at a glance the percentages of the response options.

Fig.5.1: Pie chart on money constraints (1)

In order to prove beyond all reasonable doubt, the results of the responses, question 26 was framed in a way directly opposite of question 24.

Question 26: Money constraints do not have any significant impact on the number of civil servants who undergo staff training and development. (a)

Strongly Agree (b) Agree (c) Disagree (d) Strongly Disagree

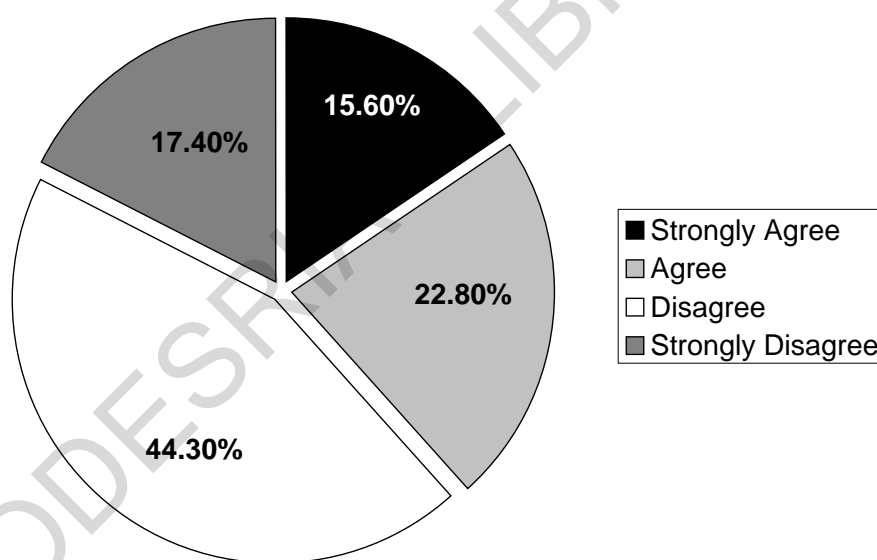
**Table 5.2: Simple Percentage Frequency TEST on money constraints (2).
Questionnaire Findings**

Percentage Frequency		
Strongly Agree	15.6%	
Agree	22.8%	
Total	38.4%	Agreement
Disagree	44.3%	
Strongly Disagree	17.4%	
Total	61.7%	Disagreement

Again, looking at the simple percentage frequency table one discovers that the response option 'Strongly Agree' has 15.6% while the response option

'Agree' has 22.8%. The addition of the two response options above amount to the lower proportion of 38.4% AGREEMENT. The response option 'Disagree' has 44.3% while the response option 'Strongly Disagree' has 17.4% and the addition of the two response options give the higher proportion of 61.7% DISAGREEMENT. Following the way the question was framed, 61.7% disagreement still confirms that money constraints affect staff development in Ebonyi state civil service. In order to show pictorially the percentages of the response options a pie chart has been provided.

Fig.5.2: Pie chart on money constraints (2)



Reacting to our Question: What do you think are the factors that affect the staff development in Ebonyi state civil service?, Mr. P. N. Ogbodo, the permanent secretary manpower development and welfare services in the office of the Head of Service, Ebonyi state remarked:

I can not tell you that every thing is a bed of roses. We have financial constraints. As you known, we are

not an oil state but a state scratching our soil to make sure that our determined efforts to exist on our own is achieved. So, finance is one of our constraints. I am not doing everything that I am supposed to do. I was also a teacher myself and I know what academics is all about. I know what it takes to do your work well. You must continue to change, to improve because change is the only thing that is constant. So, fund is one of the factors that affect staff development in the civil service of Ebonyi state.

So money is really an important factor in the continuous process of staff training and development in any organization. This is why Nnadozie (2002:94) disclosed:

Money spent on the training and development of employees is an investment in people. Therefore, it follows that systematic training is a sound business and organizational investment. Employees who have not gotten an adequate training before being given responsibilities lack the necessary confidence with which to execute the duty. A trained employee is a confident worker. He can think and originate ideas on how best to carry out the tasks required of him or her.

Now, we shall consider Ebonyi state's government votes for staff training and development from 1996 to 2004. This will help us further to do an appropriate analysis. We got our data from the office of the Head of Service Ebonyi state as contained in different approved estimates of Ebonyi state of Nigeria official documents.

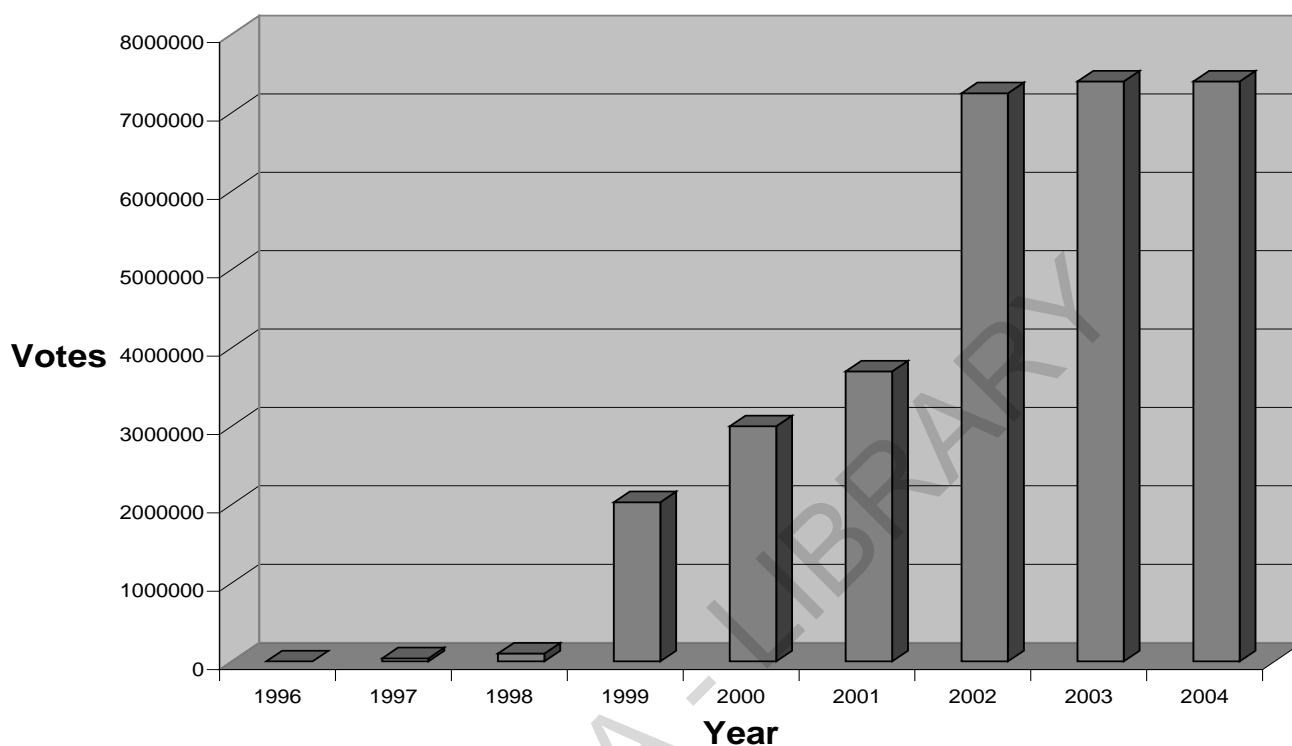
Table 5.3: Votes for Staff Training and Development in Ebonyi state from 1996 to 2004.

Year	Government Votes for Staff development. (Money in Nigerian Currency – Naira)	Source: Approved Estimates Of Ebonyi State Of Nigeria (Year Written Below)
1996	****	****
1997	40,000	1997
1998	100,000	1998
1999	2,030,000	1999
2000	3,000,000	2000
2001	3,700,000	2001
2002	7,250,000	2002
2003	7,400,000	2003
2004	7,400,000	2004

**** = No vote. The state was created on October 1, 1999 and so the serious business of government, by way of budgetary allocations to different sectors of the state, actually took off in 1997.

A graphic representation of reality has also been provided to help us capture at a glance the staff development votes in Ebonyi state within these years.

Fig. 5.3: Bar graph showing Ebonyi state votes for staff development and training 1996 – 2002.



Analysis of Findings

Again, our study also revealed that money constraints hinder effective implementation of training and development programmes in Ebonyi state civil service. This is proved to be true from the result we got in our analysis on question 25.

Question 25:

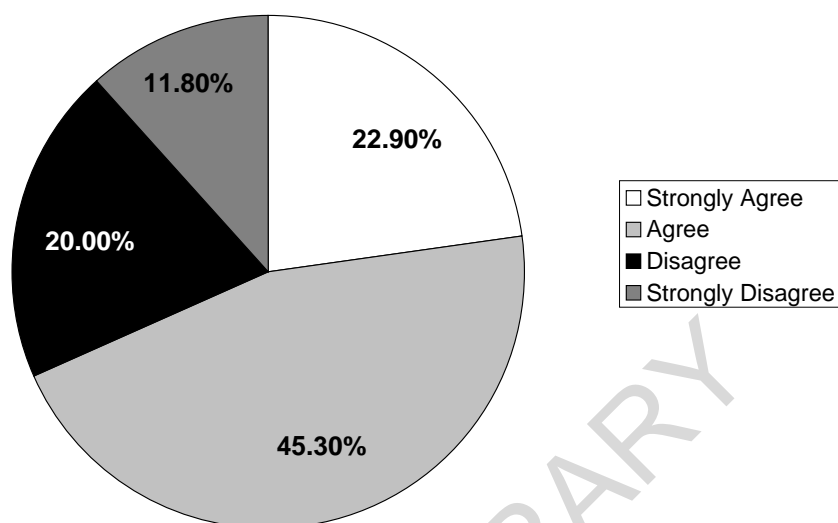
Money constraint hinders effective implementation of training and development programmes in Ebonyi state civil service.

(a) Strongly Agree (b) Agree (c) Disagree (d) Strongly Disagree

Table 5.4: Simple Percentage Frequency TEST on money constraints (3).**Questionnaire Findings**

Percentage Frequency		
Strongly Agree	22.9%	
Agree	45.3%	
Total	68.4%	Agreement
Disagree	20.%	
Strongly Disagree	11.8%	
Total	31.8%	Disagreement

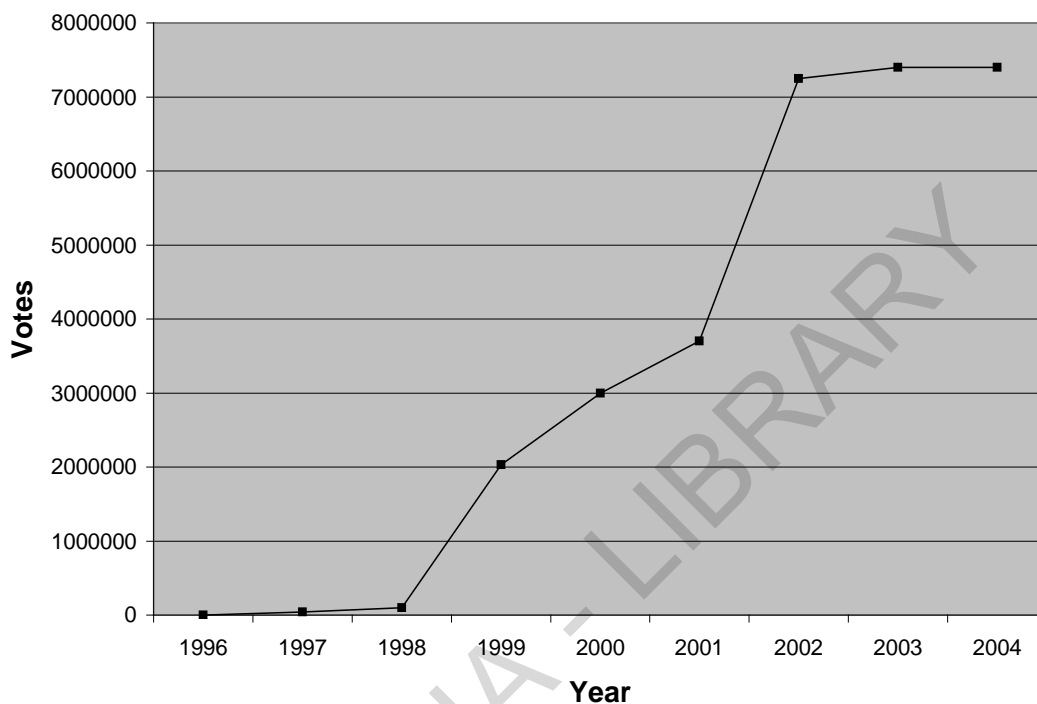
From the above simple percentage frequency table, the addition of the two response option 'Strongly Agree' and 'Agree' gives the higher proportion of 68.4% Agreement. Again, the addition of the two response options, 'Disagree' and 'Strongly Disagree' amount to the lower proportion of 31.8% Disagreement. This shows that 68.4% Agreement supports the assertion that money constraints hinder effective implementation of training and development programmes in Ebonyi state civil service. SO, MONEY IS REALLY A PROBLEM IN CARRYING OUT EFFECTIVE IMPLEMENTATION OF TRAINING AND DEVELOPMENT PROGRAMMES IN EBONYI STATE CIVIL SERVICE.

Fig.5.1: Pie Chart on money constraints (3)

Hypothesis 3:

Money constraint affects staff development in Ebonyi state civil service. Our study also revealed that money constraint affects staff development in Ebonyi state civil service. We then consider Ebonyi state government votes for staff development and training since 1999 to 2004.

Fig. 5.5: line graph showing Ebonyi state government votes for staff development and training, 1996 – 2004.



Now, before we comment on the government votes for staff training and development over these years, let us first recall the periods of past Governors of Ebonyi state since the state was created.

1. Captain Walter Feghabo, (The pioneer military administrator):
October 1996 to August 1998.
2. AIG Simeon Oduoye (the second minister administrator).
August 1998 to May 1999.
3. Dr. Sam ominyi Egwu (The first indigenous executive governor)
May 29, 1999 to date.

From the records above, we discover that 40,000 naira was government vote for staff training and development in 1997 and 100,000 naira in 1998. These were government votes for the two years. This was when the two military Governors were piloting the affairs of the new state. And this also shows that the two military Governors – Captain Walter Feghobo and AIG Semeon Oduoye – did not quite appreciate the importance of training and development of staff in the state during their time. But this is not surprising because according to Professor Robert Dibia (2004:130)

During the military regime the training of civil servants was not taken seriously, Adamolekun (1985) pointed out that while the military regime often sent its officers for training outside the nation and sometimes within Nigeria, there was no systematic and comprehensive training program for civil servants. Training of public administrators was ill planned and uncoordinated, and no appraisals of training results were made. In short the military regime did not attach much value to the training of public servants between 1960 and 1999.

One notices that there has been a rapid progression in Ebonyi state government votes for staff training and development since the time Governor Sam Ominyi Egwu became the helmsman or the steersman of the state. So, when we look at the bar chart or line chart we notice this appreciable increase, from 1999 to 2004. It is very commendable but our study revealed that the people demand more in this sector of the state.

5.2 POLITICAL LEADERSHIP IN EBONYI STATE AND STAFF DEVELOPMENT IN THE CIVIL SERVICE.

Hypothesis 4: Political Leadership in Ebonyi state encourages staff development in the civil service.

Table 4.8: Likert Measuring Scale on political leadership and staff development.

Hypothesis 4 Treated by Question 27

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Category	4	3	2	1	
Frequency	29	70	49	25	173
Category X Frequency	116	210	98	25	449

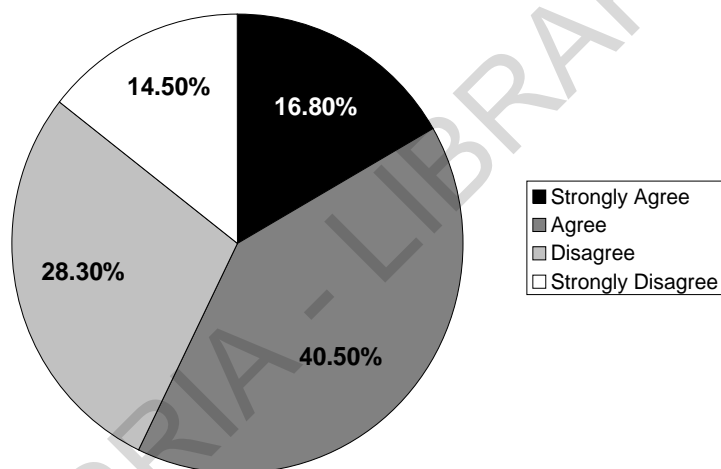
$$\text{MEAN} = 449/173 = 2.5953757$$

Hypothesis 4 is treated by question 27. When we carefully observe the response data on question 27 above, we can easily see from the frequency distribution that the response option 'Agree' has the highest response of 70. So by this, one can conclude that political leadership in Ebonyi state encourages staff development in the civil service. But the value of 70 is just the highest response for question 27 and judgement based on this alone does not take into consideration relationships existing among all the other responses. Because of this, we need a single data that can take the effect of the score and weight of other response options into consideration. This, of course, is the MEAN RESPONSE. The weighted total of 449 gives the mean response calculated for question 27 as approximately 3. Again, by our scale this falls into the 'Agree' category as above. This conclusion validates and authenticates the assumption

(hypothesis) which says that political leadership in Ebonyi state encourages staff development in the civil service. The hypothesis is now established as true and acceptable.

Again a pie chart has been provided for this analysis to observe at a glance the scores of the response options.

Fig.5.6: Pie Chart on Political Leadership and Staff Development.



For simplicity purpose, we employed simple percentage frequency measurement to explain further the response options for question 27.

Table 5.6: Simple Percentage Frequency TEST on Political Leadership and Staff Development.

Questionnaire Findings

Percentage Frequency		
Strongly Agree	16.8%	
Agree	40.5%	
Total	57.3%	Agreement
Disagree	28.3%	
Strongly Disagree	14.5%	
Total	42.8%	Disagreement

Observing the simple percentage frequency table above, one sees that the response option 'Strongly Agree' carries 16.8% while the responses option 'Agree' takes 40.5%. The addition of the two response options ('strongly Agree' and 'Agree') amount to 57.3% AGREEMENT. The response option 'Disagree' has 28.3% while the response option 'Strongly Disagree' has 14.5% and the addition of the two responses options ('Disagree' and 'Strongly Disagree' give the lower proportion of 42.8% DISAGREEMENT. The higher proportion of 57.3% shows that political leadership in Ebonyi state encourages staff development in the civil service. This is simple percentage agreement.

When we posed the question: What do you think are the factors that affect the staff development in Ebonyi state civil service?, Mr. P. N. Ogbodo, the permanent secretary in charge of manpower development and welfare services in the office of the Head of service, Ebonyi state, said among other things that there are positive factors and unattended factors. Well, in the first place our

Governor is an academician – a lecturer in the university before he entered into politics. And when he came in, he came in as somebody in education. He was commissioner for education before his election as the first Executive Governor of Ebonyi state. This is a very important factor because he who pays the piper dictates the tune. The governor is aware of our problems so he is not leaving any stone unturned. In our interview with comrade U. A. Kalu, the chief Administrative officer, Ministry of finance Ebonyi state, he said; I thank God for giving us a God fearing man as the chief Executive in the person of Dr. Sam Ominyi Egwu. He has done a lot of things in order to empower the Ebonyians. This include training them, sending them abroad to enhance their knowledge, in-service training for civil servants, work and study programme, regular payment of salaries. The vibrant and erudite commissioner for information Ebonyi state, Dr. John Otu disclosed:

The Governor's belief that if you really want to develop a state and leave an impact, a lasting impact in our state there is need to invest in the human beings in that area. Society changes, systems change from time to time and because societies change, and human beings change, it is incumbent on the visionary administration and leadership to dance the dance of this generation the world over. Today, this era is known as the era of globalization, era of Hitech (information technology). And if you don't have educated people then you are bound to fail as a leader or as an administrator. Governor Egwu decided to invest enormously in human development and today we are the best for it.

“Consequently, training public servants to acquire the skills required to manage the challenges of globalization must rank high on the agenda for civil service

capacity building” (Ejeviome Otobo 2005:309). On his own part, Ladipo Adamolekun disclosed thus:

...good governance elements can contribute to the development and strengthening of public administration capacity. It is not always clear whether these are in a cause-and-effect relationship, whether it is a chicken-and egg puzzle. The only certain exception is the case of a development-oriented political leadership that could decide to build public administration capacity de novo and proceed to nurture it by promoting such capacity-enhancing measures as merit-based recruitment and promotion, continuous skills development, and decent pay.

Responding to our question: “What has the Ebonyi state Government done to motivate its works force in the civil service?”, the secretary to the state government professor Ozo Nweke Ozo disclosed: The state government has done a lot to motivate its work force in these areas:

- (i) First to pay ₦ 6500 minimum wage.
- (ii) Continually pay salaries on every 25th of the month;
- (iii) There are no arrears of any sort to the work-force;
- (iv) Promotion of the work-force is as and when due etc;
- (v) There is industrial harmony as a result;
- (vi) You may find out from any staff of any ministry in Ebonyi State.

Analysis of Findings

Hypothesis 4:

Political leadership in Ebonyi state encourages staff development in the civil service.

Our study further revealed that the political leadership in Ebonyi state encourages staff development in the civil service. It is really wonderful to see a political leadership in Nigeria contact-situation who really identifies with the people and creates opportunities for workers to expand their capacity in order to be more efficient and effective in their work. Dr. John Otu, the commissioner for information, Ebonyi state, appreciating the efforts of the state government in investing massively in human resources development said:

What governor Egwu is doing today, I am optimistic, will outlive him and out-live most of us. It will continue. He is investing in eternity. He is investing in posterity. He is not interested in amassing wealth unlike some of his colleagues whose stock in trade might be to make better the moment. But you know all these things will fade, it will come, it will go. I am the commissioner today, tomorrow I will not be here again, and another person will be here. If you buy many cars, if you die what use are they? Some of them may become out modeled. If you build houses all over the place – modern ones so to speak – for your children when they grow up they would find it anachronistic. They want to build their own. So, you waste fund (money) on frivolities. But Governor Egwu is spending his money wisely – investing it on human beings.

5.3 POLITICAL INTERFERENCE AND CONTROL OF THE CIVIL SERVICE AND ISSUE OF STAFF DEVELOPMENT

Hypothesis 5:

Unhealthy political interference and control of the state's civil service hinders human resources development.

Table 5.7: Likert Measuring Scale

Hypothesis 5 Treated by Question 33

	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Category	1	2	3	4	
Frequency	53	59	39	15	166
Category X Frequency	53	118	117	60	348

$$\text{MEAN} = 348/166 = 2.096$$

Hypothesis 5 is treated by question 33 and looking at the responses data above, one can clearly observe from the frequency distribution that the response option 'Agree' has the highest response of 59. Judging by this, one can conclude that the unhealthy political interference and control of the state's civil service hinder human resource development. However, the value of 59 is just the highest response for question 33 and judgement based on this does not take into consideration relationships existing among all the other responses. Therefore, we need a single statistic that will take the effect of the score and weight of other response options into consideration. This is the MEAN RESPONSE. The weighted total of 348 gives the mean response calculated for question 33 as 2. By our scale, this falls into the 'Agree' category, and the result of this remains the same as above. This conclusion therefore, indicates that the unhealthy political interference and control of Ebonyi state civil service hinders human resources development. This particular results seems contradictory to the result we got earlier, validated by the same people that political leadership in Ebonyi state encourages staff development in the civil service. Although this might seem as a

contradiction yet it is not. I believe there are three main reasons why the validation of this hypothesis 5 that there is political interference in the civil service.

1. The permission of the civil servant to participate in partisan politics if he desires.
2. The observance of Federal character principle (geographical spread or quota system) in employment, appointment etc.
3. The appointment of some permanent secretaries in the state.

We shall dwell more on this during our discussion and analysis of findings in chapter 5.

For now, we shall endeavour to use simple percentage frequency to explain the analysis for hypothesis 5. This will help all of us to understand it clearer.

Table 5.8: Simple Percentage Frequency TEST on Political Interference

Questionnaire Findings

Percentage Frequency		
Strongly Agree	31.9%	
Agree	35.5%	
Total	67.4%	Agreement
Disagree	23.5%	
Strongly Disagree	9.1%	
Total	32.6%	Disagreement

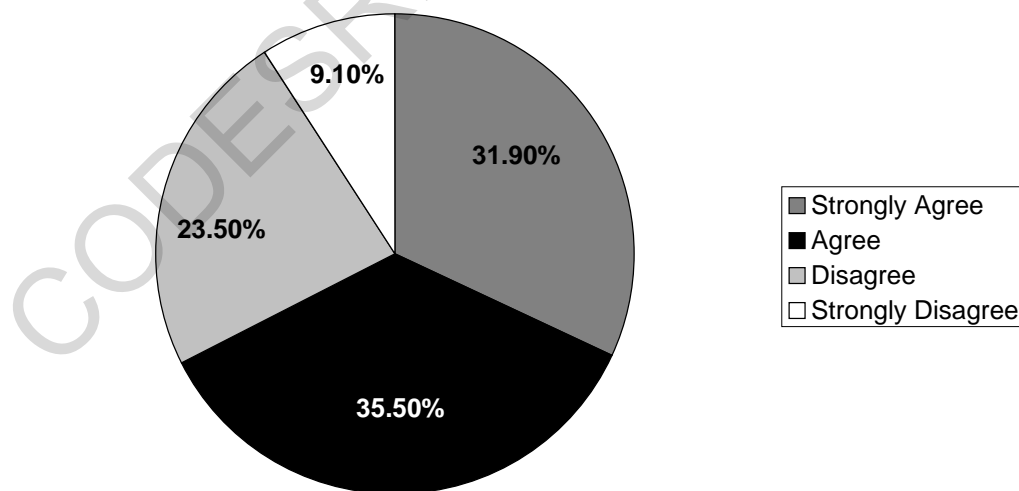
Observing the simple percentage frequency table, the response option 'Strongly Agree' has 31.9% while the response option 'Agree' has 35.5%. The

addition of the two response options - 'strongly Agree' and 'Agree' gives the higher proportion of 67.4% AGREEMENT. Again the response option 'Disagree' has 23.5% while the response option 'Strongly Disagree' has 9.1%.

Therefore, the addition of the two response options, 'Disagree' and 'Strongly Disagree' amount to the lower proportion of 32.6% DISAGREEMENT.

So, 67.4% Agreement shows as earlier indicated that there is unhealthy political interference and control of the states civil service. As we pointed out above, this result is never a contradiction to the fact that political leadership in Ebonyi state encourages staff development but as a result of certain intervening variables, which we shall discuss in chapter 5. A pie chart has also been provided to show at a glance the percentages of all the response options.

Fig. 5.7: Pie Chart on Political Interference.



Analysis of Findings

Hypothesis 5:

Unhealthy political interference and control of the state civil service hinders human resources development.

Our study revealed that unhealthy political interference and control of the states civil service hinders human resources development. We believe that this result is not in any way a contradiction to the fact that political leadership in Ebonyi state encourages staff development in the civil service. We must recall that there are three main reasons for this agreement that there is political interference. From the data before us these reasons might be as a result of

1. Government permission of civil servants, who so desire to participate in partisan politics.
 2. Government appointment of some permanent secretaries in the civil service of Ebonyi state.
 3. The observance of Federal character principle (geographical spread or quota system) in employment, appointment etc.
1. CIVIL SERVANTS PERMITTED TO PARTICIPATE IN POLITICS IN EBONYI STATE

There is a circular dated 4th October, 2002 with reference number HOS/EPMS/246/115 titled:

PARTICIPATION IN PARTISAN POLITICS BY CIVIL AND PUBLIC SERVANTS IN EBONYI STATE and signed by D. O. Ajah, the Head of service Ebonyi state.

The main content of the circular reads thus:

His Excellency, the Executive Governor, Dr. Sam O. Egwu during the 2002 Democracy Day Celebration announced that in order to improve the quality of participation in politics, civil and public servants who wish to participate in partisan politics are free to do so in the forth coming elections.

2. Accordingly, the Executive Governor has approved that civil and public servants who contest and fail in the forth coming elections would be re-absorbed into their former posts.

3. However, those who are interested in participating in partisan politics during the forth coming elections are to resign their appointments in line with the guidelines of the state Independent Electoral Commission (EBSIEC) and the Independent National Electoral Commission (INEC).

4. This circular takes effects from 29th May, 2002.

In fact, this is one of the reasons why there was this agreement that there is political interference in Ebonyi state civil service. Although, civil servants' participation in partisan politics might affect staff development indirectly, there must be a reason for this move. The circular says "in order to improve the quality of participation in politics" and it must be "in the forth coming elections" this means that it might not be continuous. And those "Civil and public servants who contest and fail in the forth coming elections would be re-absorbed into their former posts". The question arises thus: what are the reasons for it? According to Elder Anyim Ude, MON (2005:3 – 4), "Civil servants are not expected to belong to political parties or engage in partisan political activities. That is the tradition. And anything outside this tradition affects the service negatively". So,

why should civil servants participate in partisan politics in Ebonyi state?

Reacting to our question on this particular matter, Comrade U. A. Kalu, the chief Administrative officer, ministry of finance, Ebonyi state said:

I will like to answer this question by taking you back to the history of Ebonyi state. Prior to the creation of Ebonyi state in 1996 the jurisdictional area now known as Ebonyi state was regarded as an educationally disadvantaged state. Because of this, for us to make the state move forward a lot of things have to be put in place... During the political era, in the fourth Republic, civil servants were not allowed to participate in politics but because of the peculiar nature of Ebonyi state after the first exercise, we discovered that the quality of people who entered into the political business could not perform resulting to a lot of undesirable things happening within the state and the local government levels.

Comrade U. A. Kalu without mincing words further revealed what prompted the state government to allow civil and public servants to participate in partisan politics. The comrade disclosed:

During the local government elections, people who are not “educable” were elected councilors, local governments chairman and they messed up the entire system. When people tried to correct them they were then saying “if you know, you know it why not resign and come and participate in politics” since Ebonyi state wants to grow fast and meet up with other states of the federation and because of the particular nature of Ebonyi state, the Executive Governor of Ebonyi state magnanimously directed and gave an executive order that a civil servant who wants to participate in politics can take leave of absence and go and participate in politics and if any one fails, the one can come back and be reinstated. And that sanitized the political system.

When we asked the erudite scholar and commissioner for information Ebonyi state, Dr. John Otu his view on the matter of civil servants being permitted to

participate in partisan politics, he gave an explanation that seems very satisfactory. He said:

Actually my Governor is humanitarian through and through. He is a man that feels for people. Basically, he is not treacherous and he is not vindictive. And he believes in having a level playing field and at the same time he believes in having the BEST, and engaging the BEST. He knows that in a system where you ask qualified civil servants who want to engage in politics to resign, if they must engage in politics, the best hand may not be engaged in the system because maybe the civil servants might be one of the best one could have in a particular period or system. But again human beings being who they are and what they are can easily be deterred when there is the fear of losing their jobs. They would be deterred from engaging in active politics and because of that in the past many civil servants who were duly qualified to play politics never got involved in politics. And so, the governor said, I would not want it to happen in my state. I know that you don't have particular group and say these are the politicians who can do it. Anybody can get involved in politics once such a person has the flare for it. But by debarring one sector or segment of society from playing politics you are also creating a wrong signal that you are scared of those ones. So, in his characteristic openness of mind and heart, the largeness of heart, he threw it open and said that anybody who joins politics or vies for an elective office and fails can return to his office and to his position. Conventional wisdom in civil service will tell you that it is wrong. It will tell you that once you have failed you fail out. You don't go back to the system. But the person who has failed out may be an experienced technocrat who may not be easily replaceable in that system and you would have lost him because he just ventured into politics and did not succeed. But other people, people in private sectors, would play politics and fail and go back to their offices. Why do they do that? Why do you allow them to go back to their offices? Why will civil servants who fail not go back to their own office? It is discriminatory.

Inevitably, these reasons are very cogent considering the peculiar nature of Ebonyi state and this, of course, might be a temporary measure to arrest a certain undesirable situation at a point in time. This practice is not strange. (Adebayo A. (2001:94))

“French top civil servants often play political roles as mayors or councilors. Moreover, they are entitled to stand for election to parliaments and, if elected, they keep their civil service rights in cold storage and later return to their posts in the civil service. This is usually true in theory; in actual practice, few civil servants who turn politician ever return to the civil service. In most cases they embark on a full-time political career”. But Nigeria has patterned its type of civil service on the British system which maintains political neutrality. More so, when we consider the level of political education and socialization available to Nigerians, it becomes reasonable to believe that if civil servants in Ebonyi state are allowed to continue with intensity in politics, it might gradually eat deep into the fabric of the civil service and then eventually, there will be a kind of band wagon effect that will seriously dilute the salient features of the service such as impartiality, neutrality, anonymity and a situation will then emerge where civil servants will become more political than bureaucratic, more political than politicians themselves, and then the stability and continuity of the state will be threatened and its survival might not be sure. In this situation, considering Nigeria type politics, the question will now be staff development for what?

2. GOVERNMENT APPOINTMENT OF SOME PERMANENT SECRETARIES

The guidelines of the federal character commission on employment in the public service are as set out in section 14 (3) and 14 (4) of the 1999 constitution as follows:

14 (3) "The composition of the government of the federal or any of its agencies and the conduct of its affairs shall be carried out in such a manner as to reflect the federal character of Nigeria, and the need to promote national unity and also to command national loyalty, thereby ensuring that there shall be no predominance of persons from a few ethnic or sectional groups in that government or any of its agencies."

14 (4) "The composition of the government of a state, a local government or any of the agencies of such governments and the conduct of the affairs of the government or such agencies shall be carried out in such a manner as to recognize the diversity of the people within their area of authority and the need to promote a sense of belonging and loyalty among all the people of the federation". (Quoted in Government of Ebonyi state of Nigeria Guidelines for Appointment, promotions and discipline in the civil service. CSC/Document No. 1 of 2000).

In Ebonyi state, this federal character principle is also applied in the appointment of permanent secretaries. A teacher or a lecturer could be appointed a permanent secretary to fill the gap for a local government where no qualified career civil servant could be found to take that position. So, this appointment is usually done on local government basis or on senatorial zonal basis. Reacting to our question: How are those people who are appointed permanent secretaries from outside the civil service perform? Are they really doing their work as they should as permanent secretaries of old? Mr. P. N.

Ogbodo, the permanent secretary in-charge of manpower development and welfare services in the office of Head of service Ebonyi state said:

I have already told you that the civil service was bastardized by the military. We are trying to emerge from that. Well, because of that I would not tell you that all the permanent secretaries are civil servants. But the rule is that before you become a permanent secretary you must be a civil servant. I know that many teachers, lecturers and others are being appointed permanent secretaries. It is even the federal government that allows it because I know of medical doctors and Engineers who are public servants. And there is this federal character policy which is the policy that all appointments you will have to make should reflect the federal character. At the federal level you are talking about all the states. At the state level you are talking about the political zones. So, the government as much as possible – because this is democracy – will try to accommodate as many people as possible.

Mr. P. N. Ogbodo had earlier advocated that the appointed permanent secretaries should endeavour to learn and learn fast the civil service mode of operations. This is very important because with this they will be able to understand and appreciate the importance of staff development and not think that they were appointed to represent their local government or their senatorial zones alone.

3. OBSERVANCE OF FEDERAL CHARACTER PRINCIPLE (GEOGRAPHICAL SPREAD OR QUOTA SYSTEM) IN EMPLOYMENT, APPOINTMENT. ETC.

The government of Ebonyi state of Nigeria guidelines for appointments, promotions and discipline in the civil service, CSC/Document No. 1 of 2000, part II, 13.1 says:

The commission (civil service commission) has prescribed the guiding principles in order to achieve the desired objectives of the federal character commission as set out in section 14(3) and 14(4) of the 1999 constitution. Regarding employment in the public service, and in exercise of its powers under section 5 (1) of the instrument establishing the federal character commission, it has decided that henceforth recruitment shall be on local government basis or on senatorial basis, or on ward basis, depending on the number of candidates to be employed.

In as much as we believe that certain appointments, recruitments, transfer of service might have some degree of political undertone or influence, we must also not lose sight of the fact that balancing merit with this singular consideration of maintaining 'geographical spread' in recruitment, appointment in order to ensure some degree of representativeness is a very strong factor in Ebonyi state. Even the selection of those candidates for HiPACT programme was done on the basis of (a) Local government spread (b) Merit. Some went on merit while some went on the basis of local government distribution. This is according to the information we got from Elder (Mrs.) Grace Anyim-Ude, the executive secretary Ebonyi state scholarship board.

Consequently, a person as a result of ignorance or poverty of knowledge with regard to this criterion for employment, appointment or selection, would cry aloud that the political leadership in Ebonyi state has usurped the duties of the civil service by taking control of the recruitment process in the service. However, in as much as we recognize the fact that representativeness is a good thing, it must also be recognized that meritocracy is sacrificed to an extent when there is consistent insistence on 'zonal spread' or 'local government spread' in

appointment, recruitment etc. This will in the long run affect the quality of people in the civil service and human resource management generally. This is because what every nation or state needs for an enduring development are experts, professionals, and high quality technocrats no matter which part of the nation or state they are coming from.

Absenteeism. It is also important to note that in the course of our study we discovered that staff absenteeism is very rampant in some ministries in Ebonyi State. One of the staff of Ebonyi state civil service who preferred to remain anonymous remarked “The complaint of redundancy and staff absenteeism is not government’s fault but the fault of workers”. This is why induction training is very necessary, at least, to inculcate the ethics and norms of the service into the civil servants. It will enhance efficiency, hard work and reduce absenteeism and loitering about.

The government of Ebonyi State has done a lot to motivate and encourage workers in the state. Besides creating opportunities for worker to expand their capacity, regular promotions of the workers, payment of salaries as and when due, giving of housing loans to the tune of 1.5 million to the permanent secretaries etc. the government has also created a conducive working environment for Ebonyi state worker. So, there is no excuses for absenteeism.

Engr. (Sir) E. N. Uduma, the permanent secretary ministry of public utilities, Ebonyi state disclosed:

In the other area, the government has provided conducive working environment for the workers. If you go to the offices, it is on record that virtually all the offices in Ebonyi state have modern facilities like

computers, air-conditioners, photocopies, etc. The offices of the permanent secretaries, commissioners and Heads of departments even have televisions connected to the cable television, so that while working in an office you can still be listening to the world news to know what is happening around you. This is a lot of incentive for the workers. And I wish to call on all workers of Ebonyi state to reciprocate the gestures of government by putting in their best in their service.

5.4 CHAPTER SUMMARY

Table 5.9: The Results of all the Hypothesis Summarised

Hypothesis (number)	Question Number	Total Response	Total Weighted Response	Mean Response	Response Option Containing the Mean Response (i.e. Conclusion)	Graphs Provided
3.	24	171	-	-	Agree	Pie chart
4.	27	173	449	3	Agree	Pie chart
5.	33	166	348	2	Agree	Pie chart

1. Money constraints affects staff development in Ebonyi state civil service.

This presumption is proved to be correct by the 71.4% AGREEMENT validating it.

2. Political leadership in Ebonyi State encourages staff development in the civil service. This assumption is confirmed to be true by the MEAN RESPONSE that falls into the 'AGREE' category and also 57.3% AGREEMENT in support of it.

3. Unhealthy political interference and control of the state civil service hinders human resource development in Ebonyi state. This presupposition is proved

correct by the MEAN RESPONSE that falls into the AGREE category and 67.4% AGREEMENT which also confirms it.

The confirmation that there is unhealthy political interference in Ebonyi state civil service may be as a result of

- a. Civil servants being permitted to participate in partisan politics.
- b. Observance of Federal character principle in employment etc.
- c. Appointment of some permanent secretaries in Ebonyi state.

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CHAPTER SIX

6.1 SUMMARY, CONCLUSION AND RECOMMENDATION

This study examines the state of human resources development in Ebonyi State civil service from 1996 – 2004. As a result the research has been designed to find out whether the civil servants in Ebonyi State are availed of the opportunity for staff training and development; to investigate the attitude and disposition of the higher civil servants in Ebonyi State towards staff development; to determine the extent to which money constraints has affected staff development in Ebonyi State civil service; to ascertain the level of encouragement given by the Political Leadership in Ebonyi State towards staff development in the civil service; to analyse the extent of political interference and control of the states civil service and consider the effects on the service.

And in order to arrive at coherent and satisfactory results we employed systems theory – systems approach to training by G.A. Eckstrand – for a systematic galvanisation of the entire work. This systems approach to training involves defining training objectives; developing criterion measures for evaluating training; deriving training content; designing methods and training materials; integrating training programmes and trainees etc. For the work, we also used well – designed questionnaire, interviews, books, magazines etc. And for the analysis of data we employed Likert measuring scale, simple percentages, graphs and charts.

CONCLUSION

Our findings are as follows:

1. There are a reasonable number of staff development programmes in Ebonyi state for civil servants.
2. Money constraints hinder effective implementation of training and development programmes.
3. The study also revealed that civil servants in Ebonyi state are availed of the opportunity for staff development.
4. Again, it revealed that higher civil servants in Ebonyi state civil service show positive disposition towards staff development.
5. They carefully monitor and appraise the civil servants in order to ascertain the training needs and categories of civil servants to be trained.
6. Our study also revealed that the higher civil servants show FAVOURITISM in the selection of those to be trained.
7. Money constraints and ignorance on the part of some higher civil servants in the state hinder training and development of staff in the civil service.
8. Political leadership in Ebonyi state encourages staff development in the civil service.
9. The agreement that there is unhealthy political interference and control of the state civil service is never a contradiction to the fact that political leadership in Ebonyi state encourages staff development in the civil service. Rather the agreement that there is political interference in the state civil service could be attributed to:

- (a) Government permission of civil servants to participate in partisan politics.
 - (b) Government appointment of some permanent secretaries.
 - (c) The observance of geographical spread or local government spread in recruitment, appointment etc.
10. The past military Governors of the state captain Walter Feghabo, pioneer, military administrator (October 1996 to August 1998) and AIG Simeon Oduoye, the second military administrator (August 1998 to May 1999) did not show much seriousness in the staff training and development as the records indicate.
11. The democratic government under Dr. Sam Ominyi Egwu has done a lot to motivate and encourage the workforce, by creating a favourable and conducive working environment for the workers.

6.2 RECOMMENDATION

With due consideration of the findings and conclusion reached from our study, we, therefore, give the following recommendations:

1. Considering the importance of staff training and development in this age of globalization, more opportunities for staff development should be created for Ebonyi state civil servants. And emphasis should be laid on training and re-training of all cadres of the workforce. Both short-term and long-term training should be encouraged.
2. Induction training must be compulsory for all the entrants into the service in order to equip them with the civil service ethics, rules and

regulations. Well-trained staff will lead to lower absenteeism and higher quality of work.

3. Appointed permanent secretaries who are not career civil servants should be made to take some compulsory course on public administration and the mode of operation in the civil service so that ignorance will not mar the general efficiency and the production level of the ministries.
4. Merit should be considered above all other consideration like 'geographical spread' 'ethnic' or 'communal' balancing etc. Merit should, therefore, take 70% while every other consideration should take 30%. This will help to encourage hard work, promote excellence and de-emphasize 'mechanical unity' and promote 'organic unity' for common good.
5. The records show that in-house training in Ebonyi state ministries are inadequate. Therefore, efforts should be made to organize and introduce result-orientated in-house training programmes for the staff. The benefits are enormous.
6. Training-consciousness and awareness lecture series be introduced for the higher civil servants in Ebonyi state civil service. This will sharpen their psyche and focus on the extreme importance of staff training and development in this day and age.
7. More money be allocated for staff training and development in Ebonyi state civil service. This is because there is 71.4% agreement that

money constraints affect effective implementation of staff training and development programmes in Ebonyi state civil service.

8. In order to avoid the politicization of the civil service, civil servants who participated in politics should be posted to other sectors of the state (like the EBSIEC) other than the civil service. This is to avoid politics of bitterness and rancour infiltrating the civil service because Nigeria is practicing multi-party system.
9. We humbly suggest, if it is possible, that less political rights be granted civil servants to enable them do their work without fear or favour, without bias or bragging. This will help them to receive training in their areas of work and be focused, impartial and fair to all.
10. Love-your-state lecture series be introduced. The emphasis should be on the spirit of Ebonyianism (the spirit of being good Ebonyian and loving every Ebonyian and showing oneness and concern for them) that is Ebonyi state consciousness, brotherhood and solidarity as against the spirit of fovouritism, sectionalism, god fatherism, etc. Our study revealed 58.1% validation that the higher civil servants in Ebonyi state civil service show FAVOURITISM in the selection of those to be trained. This suggestion is important to avoid the institutionalization of mediocrity in the civil service.
11. Because of the record of absenteeism in some of the ministries in Ebonyi state civil service, we suggest that a body that will be called Ebonyi State Monitoring, Supervisory and Disciplinary Service (Ebonyi

State MSDS) be introduced; a body that will be empowered by the state house of Assembly to carry out its duties without any molestation. It will serve as a control and disciplinary agency to monitor, and supervise the activities of Ebonyi state workers to ensure hard work, discipline, dedication and devotion to duty. The body will relate with other groups that oversee the activities of workers such as Ebonyi state civil service commission.

12. The democratic government under the first executive governor, Dr. Sam Egwu has done a lot to motivate and encourage the workers and it is, therefore, reasonable to suggest that the workers should reciprocate the government's efforts by working very hard.
13. Obedient civil servants who are selfless, efficient and effective in their service to the state should be rewarded openly.
14. Finally, every effort should be made to prevent the military in Nigeria from ceasing the state power again because the Nigerian civil service has suffered bastardization in the hands of most military leaders. More so, the military showed less interest in the training of civil servants as the records have indicated.

6.3 SUGGESTION FOR FURTHER STUDIES

In the course of our study we discovered important areas that need further investigation. For instance, how are those Ebonyians who are trained under HiPACT programme being utilized for the benefit of the state? Why are they receiving training and for what?

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APPENDICES

APPENDIX A:

Interview Questions

1. What was the condition of Ebonyi State civil service at the inception of the state?
2. Could you please supply the number of higher civil servants and the number of other civil servants then and what is their number presently?
3. What is the staff strength of each ministry in Ebonyi State civil service?
4. Please, indicate the number of higher civil servants and the number of lower civil servants of each ministry in Ebonyi State civil service.
5. Are there human resource development and training programmes available for civil servants in Ebonyi State civil service?
6. What is the department or unit responsible for the articulation, formulation and implementation of staff development needs of the civil servants in the state?
7. Training and development must be geared to the objective of the civil service organization. Are there human resources development objectives in Ebonyi State civil service?
8. What are the methods you use in the identification of training and development needs of the civil service?

9. Do you have staff development schedule or a work-out staff development programmes pattern in the civil service?
10. Do you have training and Development Centres where civil servants are trained for more effectiveness?
11. Do you meet the civil service objective and training needs through these training and development programmes?
12. How would you rate the results of staff training and development programmes in the civil service?
13. What are the procedure you employ in identifying and selecting those civil servants that would go for staff training and development?
14. Does money constraints affect staff development in Ebonyi State civil service?
15. What was the money allocation to the civil service for staff development from 1996 – 2004 respectively?
16. Could you please make available the number of civil servants who received training and development under:
 - (a) The administration of Commander Walter Feghabo.
 - (b) The administration of DIG Simeon Oduoye.
 - (c) The administration of Governor Sam Ominyi Egwu.
17. What has Ebonyi State government done to motivate its workforce in the civil service?

18. Do you have the problem of unhealthy interference in Ebonyi State civil service duties?
19. Does political leadership in Ebonyi State encourage staff development in the civil service?

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APPENDIX B
QUESTIONNAIRE

UNIVERSITY OF NIGERIA, NSUKKA
DEPARTMENT OF POLITICAL SCIENCE

Dear Sir/Madam,

**HUMAN RESOURCES DEVELOPMENT IN NIGERIA: A CASE STUDY OF
EBONYI STATE CIVIL SERVICE, 1996 – 2004**

As an Msc. student of the Department of Political Science, University of Nigeria, Nsukka, I am embarking on a research project on the above-named topic which requires a thorough observation of the highest standards of professionalism and ethics. This questionnaire, therefore, has been designed to elicit the necessary information for the study. Please, be honest and sincere in responding to the items in the questionnaire. The information you have given will be treated as highly confidential. Therefore, your names are not required.

I thank you for your co-operation and understanding.

Yours sincerely,

Chikwelu Chukuwbuisi Henry
Department of Political Science,
University of Nigeria, Nsukka.

APPENDIX I
QUESTIONNAIRE

This questionnaire has been divided into two sections. *SECTION A* requires your personal data while *SECTION B* demands your appropriate response to each item in the questionnaire. Please, kindly tick (✓) where you agree or disagree or the extent you agree or disagree. Please be honest.

SECTION A

1. Your Sex:

(a) Male (b) Female

2. Your Age bracket:

(a) Below 20 years
 (b) 21 to 30 years
 (c) 31 to 40 years
 (d) 41 to 50 years
 (e) 51 to 60 years
 (f) Above 60 years

3. Please indicate the educational certificate you had in 1996 and any other you obtained after that. Specify the date you obtained the second certificate.

(a) First school Leaving Certificate

(b) Secondary School Certificate

(c) Technical School Certificate

(d) College of Technology II

- (e) College of Education (NCE)
- (f) University Degree
- (g) Above first Degree Certificate.....

please specify

- 4. Your post or position in 1996
- 5. Your position in the Civil Service presently
- 6. What was your salary grade level in 1996.....

What is your grade level in 2004. If your grade level has really changed indicate when you had the promotion.

- (a) Grade level 01 to 03.....
- (b) " " 04 to 06
- (c) " " 07 to 09
- (d) " " 10 to 12
- (e) " " 13 to 15
- (f) Above grade level 15
- (g) Any other information.....

SECTION B

DEVELOPMENT AND TRAINING OF CIVIL SERVANTS IN EBONYI

STATE CIVIL SERVICE

7. The civil servants in Ebonyi state are availed of the opportunity for staff development.

- (a) Strongly Agree
- (b) Agree
- (c) Disagree
- (d) Strongly Disagree

8. There are staff development programmes available for Civil Servants in Ebonyi State Civil Service.

- (a) Strongly agree
- (b) Agree
- (c) Disagree
- (d) Strongly Disagree

9. Have ever attended any development or training programme since 1996 to 2004?

- (a) Yes (b) No

10. If your answer to question 10 is Yes indicate:

- (a) The number of times you attended the training
- (b) The year the training took place
- (c) The job trained for
- (d) The type of training received.....

(e) Where did the training take place or the development centre

.....

11. What criterion was used in selecting you for the training programme

(a) Seniority

(b) Good performance

(c) Poor performance

(d) Evidence of inherent potentials

(e) Favouritism or Nepotism

(f) Ethnic Solidarity or Party Affiliation

(g) Specify any other.....

12. Your training created tremendous improvement in your civil service job.

(a) Strongly Agree

(b) Agree

(c) Disagree

(d) Strongly Disagree

13. Give reasons for your answer

a.

b.

c.

14. How would you rate the results of the training you have undergone?

(a) Satisfactory

(b) Highly satisfactory

(c) Unsatisfactory

(d) Highly Unsatisfactory

15. Ebonyi State civil service has adequate number of well-trained workforce for efficiency and effectiveness.

(a) Strongly Agree

(b) Agree

(c) Disagree

(d) Strongly Disagree

16. If your answer for question 9 is 'No', indicate what you think is the cause

a.

b.

c.

HIGHER CIVIL SERVANTS ATTITUDE AND DISPOSITION

TOWARDS STAFF DEVELOPMENT

17. The higher civil servants in Ebonyi state civil service show positive attitude and disposition towards staff development.

a) Strongly Agree

b) Agree

c) Disagree

d) Strongly Disagree

18. Give reasons for your answer

a)

b)

c)

19. The higher civil servants in the state carefully monitor and appraise the civil servants in order to ascertain the training needs and the categories of civil servants to be trained

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

20. They show favouritism in the selection of those to be trained

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

21. The higher civil servants are not always willing to release civil servants for training and development

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

22. The higher civil servants treat as urgent the need for training in the service

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

23. Give reasons for your answer

- a.
- b.
- c.

**MONEY CONSTRAINTS AND STAFF DEVELOPMENT IN EBONYI STATE
CIVIL SERVICE**

24. Money constraints affect staff development in Ebonyi State civil service

- (a) Strongly Agree
- (b) Agree
- (c) Disagree
- (d) Strongly Disagree

25. Money constraint hinders effective implementation of training and development programmes in Ebonyi State civil service

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

26. Money constraint does not have any significant impact on the number of civil servants who undergo staff training and development.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

**POLITICAL LEADERSHIP IN EBONYI STATE AND STAFF DEVELOPMENT
IN THE CIVIL SERVICE**

27. Political Leadership in Ebonyi State encourages staff development in the civil service.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

28. Please, give enough reasons for your answer.

- a.
- b.
- c.

29. Ebonyi state political leadership motivates the workforce in the civil service.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

30. If your answer for item '29' is agree or strongly agree enumerate the ways the government motivates its workforce in the civil service

- a.
- b.

31. The Ebonyi State civil servants complain of abandonment and redundancy because of neglect by the state government.

- (a) Strongly Agree
- (b) Agree
- (c) Disagree
- (d) Strongly Disagree

32. Please give instances of neglect by the state government

- a.
- b.
- c.

**POLITICAL INTERFERENCE AND CONTROL OF THE
STATE CIVIL SERVICE**

33. Unhealthy political interference and control of the states' civil service hinders human resources development.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

34. The political leadership in Ebonyi State has usurped the duties of the civil service by taking control of the selection, recruitment and placement of the civil servants.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

35. Please give instances of political interference and control in the duties of the civil service

- a.
- b.
- c.

36. The ethics and norms of the civil service require impartiality, neutrality and anonymity. In Ebonyi State the political leadership involves the civil servants in partisan politics.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

37. Please kindly support your answer with enough evidences

- a.
- b.
- c.

38. Political leadership in Ebonyi State does not disrupt the normal duties of the civil service by way of unhealthy interference and control.

- a) Strongly Agree
- b) Agree
- c) Disagree
- d) Strongly Disagree

Thank you

APPENDIX C**HEAD OF SERVICE, EBONYI STATE HUMAN RESOURCES DEVELOPMENT
IN EBONYI STATE CIVIL SERVICE**

1. Are there human resources development and training programmes available for civil servants in Ebonyi State civil service?
2. Are there human resources development objectives in Ebonyi State civil service?
3. How do you identify the training and development needs of the civil service? Or the methods you use in the identification of training and development needs of civil service?
4. What are the procedures you employ in identifying and selecting those civil servants that would go for training and development OR what are the standards for trainee selection?
5. Do you have training and development centres where civil servants are trained for more effectiveness?
6. Do you meet the civil service objectives and training needs through these training and development programmes? In other words how do you rate the results of staff training and development programmes in the civil service?
7. What do you really mean by peculiar or in-house training by the Ministries and General training often embarked by the head of service?

8. What are the categories of civil servants that go for training and development in Ebonyi State Civil Service?

**FACTORS AFFECTING THE HUMAN RESOURCES DEVELOPMENT IN
EBONYI STATE CIVIL SERVICE**

1. What are the factors that affect training and development in Ebonyi State Civil Service?
2. Does money constraints affect staff development in Ebonyi State Civil Service?
3. Does political leadership in Ebonyi State encourage staff development in the Civil Service?
4. Do you have the problem of unhealthy political interference in Ebonyi State Civil Service duties?
5. There is what is called career progression in the Civil Service, but today in Ebonyi State people are selected from here and there outside the Civil Service to occupy sensitive positions in the Civil Service. What impact is this type of interference in the civil service duties creating in the service?
6. In Ebonyi State, civil servants are encouraged to participate in politics and when such people come back they will be reinstated or reabsorbed. What is your comment on this because it is against Civil Service law?

7. How do you rate Ebonyi State Civil Service and what is your greatest joy as the Head of Service of Ebonyi State, Nigeria.
8. How are Civil Servants who were sent overseas to build up their capacity under HiPACT programme performing now that some of them have come back? I know one of them in the Ministry of Food and Agriculture.
9. If you are to advise the government for more intensified staff training and development in the Civil Service, what would be your advice?
10. Could you please paint a picture of the training and development of Civil Servants under:
 - (a) The administration of Commander Walter Feghabo.
 - (b) The administration of AIG Simeon Oduoye.
 - (c) The administration of Governor Sam Ominyi Egwu.