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Implications of Politicization of Appointment and Recruitment for the Performance of Nigeria Public Sector

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Abstract

Politicization of appointments and recruitments in the public sector has remained a challenging issue in their performance. This paper is an empirical study using questionnaire and interview instruments to investigate its different manifestations in the Nigerian context, its causes, implications and possible solutions to address it. Data from the study were presented and analyzed qualitatively using tables, percentages and bar charts. The findings of the study indicate a high occurrence of this phenomenon that result in inefficiencies and ineffectiveness of the service. Other implications include corruption, loss of control and accountability in the service. It is recommended that merit should be the major basis for recruitment rather than political considerations if the performance of the public service will be improved.

Keywords: Appointment, Bureaucracy, Performance, Politicization, Productivity, Recruitment, Selection.

Introduction

According to Basu (2013) and Biobele (2007), rational recruitment and/or appointment system is very crucial to the performance of the public sector and socio-economic development of any country since it is the major facilitator for the implementation of the will of the state expressed through public policies. However, it is unfortunate that in spite of the strategic role of the public sector as the dominant instrument in driving socio-economic and political development of the country, this role has been undermined by undue political interferences that constrain its effectiveness and efficiency in public service delivery (Onwe, Abali and Nwokwu, 2015).

One of the persistent challenges that is crippling the performance of the public sector in Nigeria is the substitution of the merit based criteria in the appointment and recruitment of public servants with political considerations (Oyedeki, 2016). It also appears that the political class is investing greater effort and attention in steering the public service to conform to their partisan policy preferences (Onwe, Abah and Nwokwu, 2015), rather than their traditional neutral posture.

The public service is traditionally set up to function strictly in line with bureaucratic principles as a guarantee for good performance. This helps to ensure stability, orderliness and accountability needed to ensure smooth transition from one political regime to another. Deviation from these bureaucratic principles is bound to upset the system and create problems that impede their performance. Government bureaucracies run on *rational legal authority* that is legitimized by a

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belief in the supremacy of the law, rules and regulations. Consequently, obedience in a bureaucratic set up is owed, not to persons, but to a set of impersonal principles. However appointments based on political considerations skews obedience to political godfathers rather than rational rules governing the system which include the requirement to follow directives originating from an office superior to one's own regardless of who occupies the higher office. The epigram of this system is best described as government of laws and not of men. But politically motivated appointments incline employees' allegiance more towards their political sponsors than their superior offices especially where there is a conflict.

Sometimes some of these politically motivated appointments are not borne out of the need for such officers, but as compensation to political cronies and appendages. In such cases, appointments are not made in line with clearly demarcated *division of labour* that define government bureaucracies but rather offices are created to suit political intensions and interests of politicians rather than to meet operational need of the public service. This disposition of politicization of appointments seriously distorts the administrative terrain of the public service and their performance since they are clogged with appointees that neither fit into their structure nor accountable to it.

Hierarchal structure is another distinct characteristic of the bureaucracy that requires officials to be responsible to his/her superior for his/her decisions and actions, as well as that of subordinates. While hierarchy promotes discipline, politicized appointments have the tendency to negate this principle by breeding appointees whose allegiance is to politicians outside the organization who appointed them rather than the hierarchy within the system. Again, the public service is a bureaucracy guided by a system of *rational rules and regulations* that direct decisions and actions of officials and the government. These rules and regulations ensure uniformity of operations, make co-ordination of various activities and departments easy, promoted stability in government operations, and provide for continuity in the operations of the government irrespective of changes in political leadership. Experience shows that political appointees respond more to the interests and dictates of those that appointed them than to rational rules and regulations especially when there is a conflict between the two. It is common knowledge that political interests usually prevail over rules and regulations in government operations in the Nigerian situation.

Another major characteristic of the bureaucracy that enhances its performance is its *impersonality*. Government officials are expected to assume an impersonal posture devoid of any taint of favouritism in the performance of their official functions and in their relationship with the public they serve. Their clients are supposed to be treated as cases and the officials are expected to disregard all personal considerations and maintain complete emotional detachment while dealing with clients and the public. This is designed to prevent the personal feelings of the officials from distorting their rational judgment in carrying out their duties and responsibilities. Unfortunately, appointments based on political considerations are bound to negate this principle since officers are obligated to give their first consideration to those that appointed them and their interests.

Apart from the issue of political patronage, another issue in the politicization of appointment is the issues of the quota system entrenched in chapter 11 section 14, sub-section 3 of the 1999 Constitution of the Federal Republic of Nigeria. As noted by Okoli (2004), appointment and recruitment by representation more often than not increases the chances of filling positions with less qualified persons since the emphasis is on geographical, ethnic or religious spread rather than qualification. Nwatu (2012) also added that the zoning principle and quota system based on Federal character is essentially centered more on benefits and rewards for the zones than in their contribution

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towards economic development. Again Abara (2016) pointed out that transition to a new government always heralds appointments of people from the same locality, relations, friends and associates of the governor into the public sector. That explains why whenever there is a change of government the dialect of the new governor assumes the status of the lingua franca in the government house. This shows that people from the same locality with the number one citizen are given undue consideration for appointment. Both political patronage and quota system were observed as being substantially responsible for the high level of administrative inefficiency and low productivity experienced with the public service despite the myriad of reforms over the years.

The selection and employment processes in the public sector are supposed to be competitive and fundamentally based on merit giving foremost attention to the professional and technical qualifications of candidates rather than on political, family, religious, ethnic or other considerations. Usually the recruitment process should include competitive examinations, interviews and presentation of relevant certificates that attest to the candidates' qualification and competencies for the position. But unfortunately, the aforementioned exogenous influences emanating from political interferences in the recruitment process impinge on the recruitment process at the expense of the merit system and consequently encumber the performance of the public sector by imposing on them employees that are ill equipped for the responsibilities they are entrusted with. Specifically, they give rise to inefficiency, low productivity, lack of commitment, incompetence, corruption, overstaffing, indiscipline, and other numerous staff misconduct resulting from the appointment of unqualified political party stalwarts and allies. Furthermore this politicization saga makes staff planning, control and discipline very difficult if not impossible.

Despite the several reforms the public sector has been through over the years with a view to achieving the much desired efficiency, effectiveness and responsive governance only the structural problems are being addressed without any of those reforms truly addressing the issue of political interference in the system. This is substantially because the various governments that attempted to address those issues are all culprits and beneficiaries of political interferences and can hardly legislate against their entrenched interests. Consequently, in spite of these reforms, the much desired enhanced productivity in the public sector remain elusive essentially because structures are run by persons, and until the right persons are in place, the structures can never function well on its own.

This paper therefore examined the different manifestations of politicization of appointment in the Nigerian public sector, its implications for the performance of the sector and possible solutions to the problem this menace poses to the performance of the sector.

Literature Review

Politicization of appointment

Public sector organizations are described by Dube (2011) as consisting of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programmes, goods and/or services. Politicization of the public sector was also defined by Onah (2003) as the process by which politicians manipulate the appointment, recruitment, training, promotion procedures and processes of the public sector in order to achieve political goals. Also according to Stanliberg (2007), politicization is aimed at getting the administration to react favorably to political signals, reflect the composition of the society and its environment outside government, and accord greater weight to political party criteria rather than merit in the recruitment and appointment of administrators. Politicization of appointment according to Osakwe (2007) also

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refers to the recruitment and selection of public sector personnel that are based on political patronage or determined by political considerations through the use of other criteria than merit, qualification and technical know-how in the recruitment and selection process.

Abara (2016) also pointed out that cases of politicization of appointment are also reflected in cases where recruitment and appointments into public sector organizations are based on the concept of “godfatherism” by the political class which throws off the merit criteria. It was also observed that another dimension in the politicization saga is the quest to compensate party loyalists with appointment into the public sector. Party affiliation has thus become the basis for appointment into the key public office positions rather than merit and/or technical qualification. Finally, Eme and Ugwu (2011) observed that the introduction of the quota system in recruitment and promotion, adherence to the federal character principle, and the constant interference of the government in the day-to-day operation of the public service especially through frequent changes in top officials and massive purges affirm that political factors, rather than merit alone, play a major role in public sector organizations in Nigeria. Politicization is also generally seen as a means by which the political system may strengthen its positive hold on the administrative system in order to make the bureaucracy more compliant to its desires (Onah, 2003).

Implications of politicization of appointment for public sector performance

Politicians take advantage of politicization as a means of control but it also tends to lead to loss of identity for the workers. Public sector employees are overly concerned about the security of their positions and as such are not inclined to take the initiatives or decisions themselves without giving a second thought to their political godfathers. Because of fear of possible victimization they are unduly subdued and robbed of their rights and use of initiative and independent judgment.

Onwe, Abah and Nwokwu (2015) noted that politically motivated appointments of unqualified and wrong caliber of persons who do not possess the necessary experience, skills, abilities and qualifications to management positions and heads of government establishments place puppets and stooges in headship positions and can only lead to gross inefficiencies. Because these political appointees lack the requisite knowledge and clout for the positions they are appointed to, and their crave to remain relevant in government, they are overzealous to accept unwholesome instructions from their political sponsors and godfathers. This invariably engenders inefficiency in their sphere of operations since their allegiance is outwardly oriented. This tendency naturally results in low commitment to their organization and consequent low productivity and shortfall in meeting tasks and objectives over time.

While it is generally hoped that the problem of employees’ incompetence created through politically instigated considerations in the recruitment process will be addressed through in-service trainings, it has also been noted that such in-service trainings were developed using some fundamental benchmarks of competence determinable at the point of entry. Politically instigated employees often do not possess these fundamental competencies and as such, these problems are not really addressed through training thereby leading still to downturn in performance level of the sector.

Another major consequence of politically motivated appointment and recruitment is corruption because merit and other rational considerations are sacrificed in favour of political and other unethical considerations. A good number of politically motivated appointments are premised on reward for earlier political support, and beneficiaries are usually allowed to avail themselves of the opportunities provided by their appointment to recoup what the politician “owed” them for their

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support during campaigns and elections. Consequently, their corrupt practices are not usually checked. They seem to have the support of their godfathers to loot public treasury and even make substantial returns to those who appointed them.

Again, political considerations in appointment and recruitment often give rise to overstaffing due to the fact that these politicians officers often compensate their cronies through employment. This in turn hinders strategic manpower planning and management by over bloating the service (Cole, 2002). This over-staffing creates conducive environment for indiscipline more especially when direct supervisors or heads of department has no say in the appointment of such staff under them. Under such circumstance the appointees are less likely to be accountable to their supervisors and may not also respect laid down regulations of the organization since they enjoy undue political favour and coverage. They naturally owe more loyalty to their political godfathers than direct supervisors. It is also very difficult to sanction such employees when they err due to their political connections.

Oyedeji (2016) also argues that there is significant correlation between politicization of the Nigerian civil service and its level of efficiency. This position is supported by Onwe, Abah and Nwokwu (2015) who pointed out that the political big wigs always have their way in influencing the recruitment processes in the civil service especially with an undue application of the Federal Character principle, local government spread, and quota system. They further opined that appointing an officer by representation is like appointing one's relative and friends to a position. Appointment through representation criteria has no direct bearing to efficiency in service delivery. The main objective of representation in appointment is to promote national unity and integration and not effectiveness or efficiency of the public service. This situation rather causes disillusionment and frustration among other officers who cannot aspire to higher positions simply because their own quota has been filled. For as long as positions are not filled on merit by the right people, but by those recommended by influential individuals and groups, there will be increased feeling of relative deprivation by the people.

Onyemesim (2009) observed that politicization of appointment and recruitment contributes significantly to the high level of brain-drain in Nigeria Public Sector because instead of engaging the services of technically qualified personnel, those with connections, godfather, etc. are appointed to head positions in public organizations. Consequently, those with requisite knowledge and expertise who have no place in the service leave the country thereby depleting the level of efficient and effective manpower that would have been available to run the public sector. In his study, Igbokwe (2015) identified politicization of appointment as a major problem facing recruitment in the Nigeria public sector and have created difficulties for the appointment of right persons for the right jobs based on the principles of merit and equal opportunities for all citizens. He noted that suitable and qualified candidates are not encouraged to compete for appointments into the public sector thereby leaving those positions to incompetent people to occupy. Again, Nwogwugwu and Sosanya (2015) pointed out that the Federal Character Principle negatively affects appointment into the civil service system in Nigeria in that when mediocrity is acclaimed through politically motivated appointments, low level of administrative efficiency and performance will ultimately result.

Theoretical Background

The study is anchored on the Bureaucratic and Ethical Theories. Max Weber's Theory of Bureaucracy which presented bureaucratic organization as being very rational in its operations. According to Laxmikanth (2007), the organization of positions in a bureaucracy follows the principle of hierarchy in organizational operations. Again, the bureaucracy is characterized by systematic

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division of labour with each function clearly defined with specific sphere of responsibilities. The ideal type of legal rational bureaucracy designed by Max Weber has seven tenets that include the principles of merit which demands that officials should be selected on the basis of technical qualification ascertained by competitive examination.

Okoli (2003) also noted that the bureaucratic principle still remains the best possible organizational design that can guarantee organizational rationality and performance by emphasizing technical qualification and merit as the basis for recruitment and appointments into offices as opposed to political considerations and patronage. In contrast, politicization of appointments fills position, not on the basis of merit or competencies but on the basis of other extraneous political criteria. Under this disposition, written examinations are no longer considered necessary as tests for knowledge, skills and competence but rather persons are appointed or recruited to occupy positions in the public sector on the basis of personal relationships whether they are qualified or not. The only critical qualification for positions under conditions of politicization is the connection with the “right person” in the political chain (Adamolekun, 2006).

Again Okoli (2003) noted that in a politicized context, while the office super structure still organizes offices and positions hierarchically in a super-ordinate/subordinate relationship, the incumbent of those offices and positions are not. In some of these cases, incumbents of higher positions and offices might be less qualified and competent than those of lower positions and offices because their appointments were based on political considerations rather than merit. The merit system recommended by Weber made it clear that in a bureaucracy, loyalty is to the office not to the person and as such those that occupy those offices must be seen to possess requisite capabilities and competences to occupy them.

In Nigeria however, the appointment and recruitment of public servants has been significantly politicized through godfatherism, federal character principle, and representation. The principle of representation (politics) implies that the representatives are more prone to represent and act in the interest of those they represents in the discharge of their official responsibilities. In this case, their loyalty is no longer to the office or the wider society but to the group they represent. They are more concerned with sectional interest rather than holistic commitment to the organization and its purposes and goals for the larger society. This, according to Okoli (2004) negates Weber’s ideal type bureaucracy.

Again, the main concern of Immanuel Kant’s (1724-1804) ethical theory is morality which is the yard stick for measuring good and bad behaviours. It questions whether public officers should pursue their personal interests at the expense of collective good because they were appointed into public offices on the basis of political consideration rather than merit. Premised on this theoretical perspective, the appointments and recruitments into the public sector organizations prompted by political connections, godfatherism, sectional and tribal considerations rather than merit is questionable. The natural outcome of this arrangement is the compromise of efficiency and effectiveness in service delivery. The Ethic Theory therefore advocates a universal law that guides the appointment and recruitment processes that everybody should follow. Thus appointments and recruitments not based on merit and relevant qualifications ascertained through competitive examination or interview is unethical. Adherence to the principles of merit in the recruitment and appointment process is perceived by the Ethic perspective as one of the major ways of achieving and guaranteeing higher performance of the public sector in terms of efficiency and effectiveness in service delivery.

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Methodology

This paper as an empirical study employed survey design in its investigation. Five ministries in Enugu State of Nigeria comprising of Ministries of Works and Infrastructure, Transport, Agriculture, Health and Education were surveyed in the study. The population of the study comprise of the employees of the selected ministries numbering 7,163 as at the time of the study. The population is distributed according to the ministries and staff cadre as shown in table 1 below.

MINISTRY	Management staff	Senior staff	Junior staff	Total	Sample	Percentage
Agriculture	39	712	1,663	2,414	127	34
Health	56	582	1,510	2,148	113	30
Education	74	431	960	1,465	78	20
Transport	37	182	445	664	35	9
Works/Infrastructure	33	124	315	472	26	7
TOTALS	239	2031	4893	7,163	379	100

Table 1 Population and sample distribution

Source: Enugu State Civil Service Commission

The instruments used for data collection are structured questionnaire and interviews. Stratified random sampling was used for questionnaire administration while purposive sampling was used for interviews to correlate responses generated from the questionnaire. Data generated were presented, analyzed and discussed using frequencies, percentages and bar charts.

Data Presentation

The data generated from the study is here presented and discussed. For purposes of convenience, details of response frequencies and percentages are presented individually in the table for each response option. In their discussion however, the “very high” and “high” responses are treated together while “low” and “very low” are treated together. Those without opinion (don’t know) are ignored in the analysis and discussion. The tables are presented in frequencies and percentages while the analyses are presented in percentages. The first issue dealt with the extent of occurrence of politicization of appointments and recruitment. Secondly, the implications of such politicization for the performance of the public sector was presented and discussed. Finally the views of the respondents on the possible solutions to this challenge was presented and discussed accordingly.

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S/N	Options	Very High Extent	High Extent	Don't Know	Low Extent	Very Low Extent	Total
1	Compensation of party loyalists	165 54%	59 19%	37 12%	31 10%	16 5%	308 100%
2	Godfatherism-Express order by political heads to appoint their preferred candidates	175 57%	65 21%	13 4%	34 11%	21 7%	308 100%
3	Federal character clause (principle of representation)	144 47%	49 15%	31 10%	50 16%	34 11%	308 100%
4	Local/State government spread, Quota and Zoning system	219 71%	43 14%	19 6%	16 5%	11 4%	308 100%

Table 2 Manifestation of politicization in Appointment and recruitment

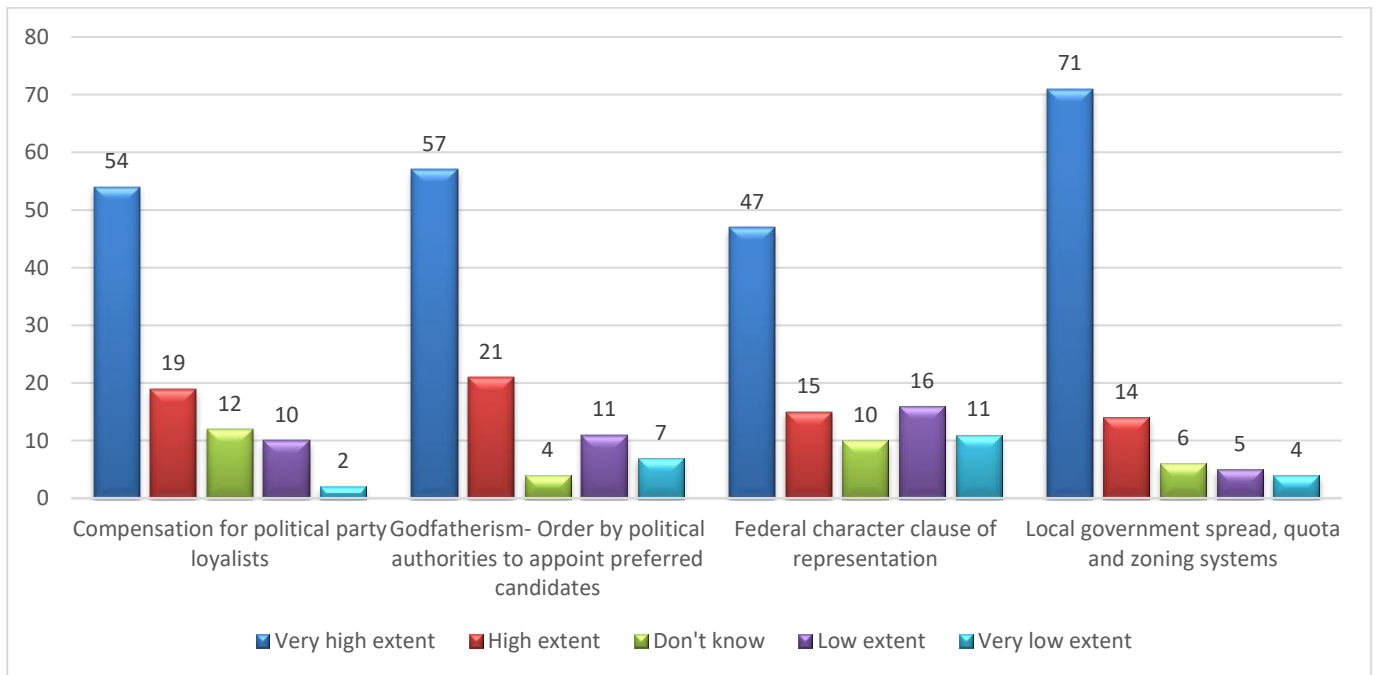


Figure 1 Manifestation of politicization in Appointment and recruitment

From the data collected from the study politicization of appointment and recruitment into the public service is manifested through the compensation of political loyalists by recruiting them into the public service for their loyalty and support for political office holders. This factor has a positive score of 73 percent with a negative score of only 12 percent. Again the influence of godfathers that use their political connection to influence appointments and recruitments has a positive score of 78 percent as against 18 percent negative score. Furthermore, the opinion of respondents were sought on the level of politicization of appointments and recruitments based on the federal character clause of representation and the local government spread, quota and zoning systems. 62 percent of respondents shared the view that federal character considerations played significant role in the

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appointment and recruitment process while 27 percent felt otherwise. Finally, 85 percent of the respondents were of the view that appointments and recruitments were influenced by local government spread, quota and zoning systems while 9 percent disagreed.

S/ N	Options	Very High Extent	High Extent	Don't Know	Low Extent	Very Low Extent	Total
1	Inefficiency resulting from appointment of unqualified political party loyalists	163 53%	62 20%	16 5%	36 12%	31 10%	308 100%
2	Low productivity and ineffectiveness resulting from appointment of incompetent party stalwarts	215 70%	48 16%	10 3%	19 6%	16 5%	308 100%
3	Lack of commitment to organizational goals and objectives	132 43%	55 18%	28 9%	72 23%	21 7%	308 100%
4	High level of corruption due to lack of accountability to the system	172 56%	62 20%	14 5%	34 11%	26 8%	308 100%
5	Overstaffing resulting from ignoring real manpower needs	226 73%	34 11%	9 3%	12 4%	27 9%	308 100%
6	Staff indiscipline resulting from not being fully responsible to the organization's hierarchy	203 66%	56 18%	19 6%	21 7%	9 3%	308 100%

Table 3 Implications of Politicization of Appointment in Nigeria Public Sector on Productivity

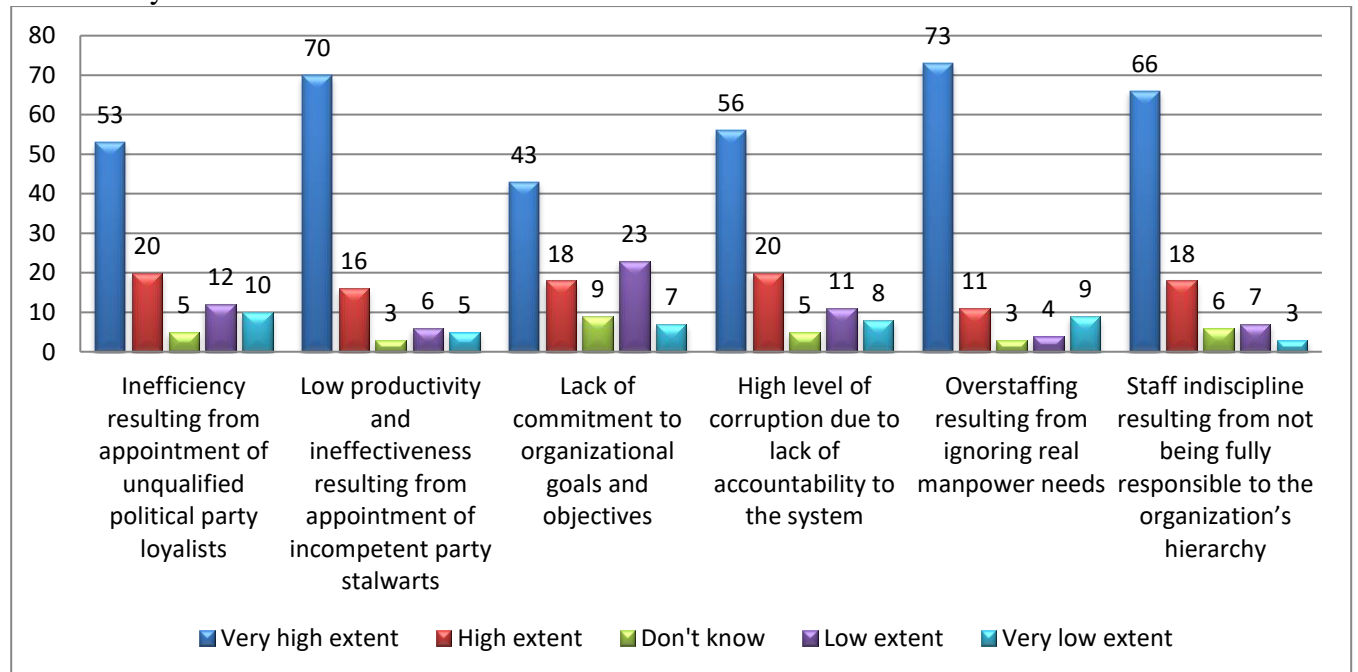


Figure 2 Implications of Politicization of Appointment in Nigeria Public Sector on Productivity

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On the implications of politicization of appointments and recruitment in the public service 73 percent of the respondents felt that it results in inefficiency in service delivery while 22 percent felt otherwise. Again, 86 percent of the respondents felt that it results to low productivity while 11 percent disagreed. 61 percent of the respondents felt that politicization of appointments and recruitments erodes the commitment of employees to their services while 30 percent felt it does not. Increased corruption in the public service was also seen as one of the fallouts of politicization in the appointment and recruitments of personnel. 76 percent of respondents were positive that politicization increases corruption in the service while 19 felt otherwise. Overstaffing was also identified as one of the consequences of politicization of appointments and recruitments in the service. This view was supported by 84 percent of the respondents while 13 percent disagree. 84 percent of the respondents share the view that politicization of appointments and recruitments breeds indiscipline in the service while 10 percent disagree.

S/N	Options	Very High Extent	High Extent	Don't know	Low Extent	Very Low Extent
1	Appointments and recruitments should be based strictly on qualification and professional competence	137 44%	79 26%	34 11%	30 10%	28 9%
2	Appointments and recruitments should be strictly based on existing vacancies to prevent over staffing	211 69%	53 17%	20 7%	16 5%	8 3%
3	Vacancies for existing positions should be properly advertized	193 63%	48 16%	19 6%	32 10%	16 5%
4	Recruitment and selection should be by competitive written examination and interviews	204 66%	55 18%	16 5%	23 8%	11 3%
5	Appointment by quota or representation need to ensure that the best candidate from the area is recruited	118 38%	76 25%	10 3%	71 23%	33 10%
6	Empowered organizations enough to take only candidates they need to avert imposition by politicians	223 72%	60 19%	8 3%	6 2%	11 4%

Table 4 Possible Measures to Tackle the Politicization

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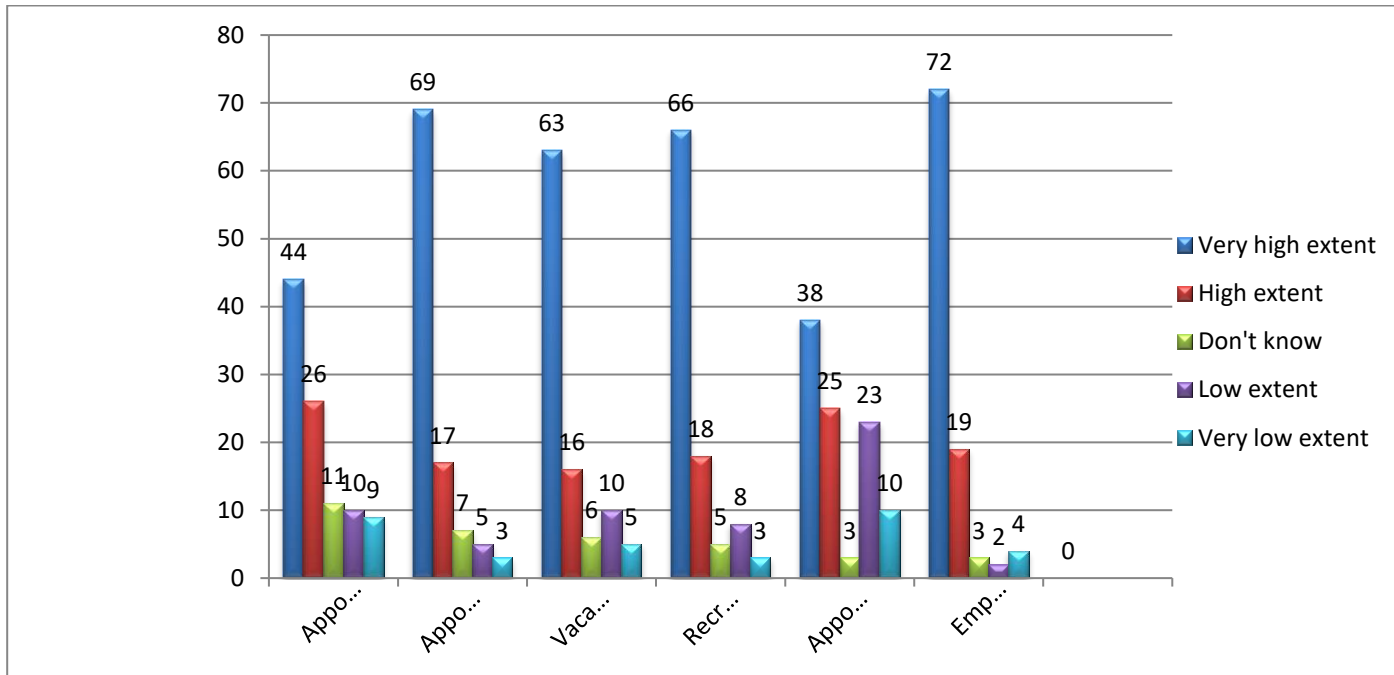


Figure 3

On the possible solutions to the challenges posed by politicization of appointments and recruitment in the public service, respondents volunteered some suggestions based on their experience in the service. 70 percent of the respondents felt that such employees' engagement needs to be strictly based on qualifications and professional competencies while 19 percent feel otherwise. Again, they support the view that appointments and recruitments need also to be based on competitive written examinations and interviews (84 percent) for existing vacancies (86 percent) which should be properly advertised (79 percent) in the public domain. While 63 percent advocate that appointments by quota and representation need to ensure that selected candidates meet the required qualification and competence, 33 percent feel otherwise. Finally, 91 percent of respondents have the view that public institutions and organizations should be empowered enough to have their say and way in recruiting only candidates they need without external imposition of candidates by the political class. Only 6 percent feel otherwise.

Discussion of Findings

The overall response shows that intervention of influential political figures, federal character and local government considerations in the appointment and recruitment process plays very significant role in the determination of the people appointed into public service. The overall response indicate that while 82 percent of the respondents were of the view that non-merit factors account for the appointments and recruitments into public sector organizations, only 18 percent felt that merit was given its due place in the process. The implication of this scenario is that the service is filled and run by people who were engaged through political channels and considerations rather than the rational and merit-based process. Consequently, the compromise of merit for political considerations substantially accounts for the poor performance of those employees in particular and the service in general since their competencies, qualifications, capacities and suitability were not the driving considerations in their appointments and recruitments.

It is obvious that when merit, qualifications and competencies are not the basis for engaging employees, but rather political considerations that is aimed at rewarding political party loyalist and

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cronies, geopolitical considerations and other exogenous factor that do not impact on job performance, the natural outcome will be inefficiency, low productivity, ineffectiveness, lack of commitment, corruption, overstaffing, and indiscipline in the system. This is because people who are not competent are engaged in the service and they cannot offer what they do not have just because they occupy the offices. They will be inefficient, ineffective and unproductive in carrying out their assigned functions because they do not have the basic capacity and competencies to deliver on their job assignments. Again, because their appointments and recruitments were sponsored and ordered from outside the service by powerful political officers, their allegiance is oriented towards those sponsors and godfathers rather than the institutions they are working for. Some of those politically motivated personnel take orders from their political sponsors and godfathers outside organizational structure rather than their immediate supervisors in the organizations they serve. Because their appointment and recruitment was not determined by the organizational structure and process, they are hardly committed to goals and objectives of such organizations and are unwilling to stake their best in its service.

Engagement in corrupt practices is also rampant in that most of such employees are engaged as a payback and reward for earlier services given to the politicians and they are often permitted to recoup finical costs they incurred earlier during campaigns using their positions as the platform. And because they are usually backed by powerful politicians it becomes impossible to bring their corrupt activities to question and account. It is also nearly impossible to subject such persons to organizational discipline knowing that they are backed by more powerful sponsors and godfathers than their immediate supervisors who often do not have the clout to contend with such sponsors. Finally, in an unemployment prone society, political windows of employment naturally result in overstaffing the service with personnel that have no job assignment other than show up in office when it is convenient to them. This is very common in most public institutions. Apart from these politically engaged personnel not contributing much to the service in return for the huge salaries they draw monthly, they constitute a source of serious discouragements (by their indiscipline and lack of commitment to the service) to those who are otherwise willing to work.

It is obvious that once appointments and recruitments are based on merit, the efficiency, effectiveness and performance of public sector organizations will be upgraded because employees will be made to occupy areas where they are competent and possess the capacity to deliver on their jobs. Again, when recruitment is based on existing vacancies the issue of overstaffing will be reduced making it possible to monitor the performance of employees as well as reduce the cost of government operations. Furthermore, if appointment and recruitment opportunities are publicly advertized and filled through competitive examinations and interviews it will make room to widely source competent and qualified personnel to fill those vacancies. Even when quota and representative systems are applied in selected cases, the process needs to ensure that qualified, competent and suitable candidates are recruited from those geographical zones.

Conclusion

From the findings of the study, it is obvious that politicization of appointments and recruitments in the public service is detrimental to good performance. This is premised on the major reasons that such employees are hardly passed through serious scrutiny that will ascertain their qualifications, competencies and ability to contribute reasonable to the achievement of the goals and objectives of the public service. Secondly, the imposition of such personnel on the service gives them an outward orientation both in terms of commitment and accountability to the organizations they serve and makes the issue of staff discipline almost impossible. It also cannot be over emphasized that

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organizations that have no control over the appointment and discipline of their employees are bound to be burdened with a workforce it cannot manage and direct in the pursuit of their goals and objective. Finally, it is pertinent to mention that public sector performance is squarely based on the nature of her human capital and how they are engaged. As such faulty engagement is bound to result in poor performance.

Recommendations

In view of the findings of the study it is briefly recommended here that

1. Appointments and recruitments need to be based on merit and competencies even if the policy of representation, quota and federal character are observed. This should be publicly advertised to create opportunities for the best candidates to be engaged even when quota and representative systems are applied in selected cases.
2. Appointments and recruitments should be based on existing vacancies in order to address the challenge of overstaffing and monitoring of employees with a view to ensuring reduced cost of governance, efficiency and indiscipline in the service.
3. Public organizations should be allowed to fully control staff appointment and recruitments to conform to their specific needs at any given time without undue interference by the political and influential class.
4. Much as politics and administration are highly related and political officers have the tendencies to sometime engage preferred candidates to ensure the realization of their political goals, it should be done with discretion and in a way that is transparent and rational to ensure unity of command in the service.

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